

REQUEST FOR PROPOSALS FOR DELTA TRAIL PLANNING PROCESS

RFP: Sent Out November 1, 2007

Proposals Received From:

- ESA
- The Dangermond Group
- DCE (Design Community and Environment)
- Valley Vision

Proposal Review Team:

- Commissioner Noah Tilghman
- Chairman McGowan
- Deputy Director of Special Projects, Suzanne Butterfield

Valley Vision received the most points in the review/interview process and therefore is the successful organization with which the Commission will be contracting.



Connecting Citizens, Shaping Solutions

Valley Vision Proposal

THE GREAT CALIFORNIA DELTA TRAIL SYSTEM PLANNING PROCESS

Laying the Foundation

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Susan Frazier

Managing Partners
Bill Mueller
Kristine Mazzei

November 30, 2007

California State Lands Commission
100 Howe Avenue, Suite 100 South
Sacramento, CA 95825
Attn: Annabell Abeleda

Dear Ms. Abeleda,

Valley Vision is pleased to present this response to Bid Log Number 2007-07, "The Great California Delta Trail System Planning Process." We are committed to preserving and enhancing the quality of life for citizens, and it is difficult to imagine a more exciting project to further that goal than the Great California Delta Trail System.

Enclosed is our full proposal. As you will see we have assembled a very talented and knowledgeable team to complete the objectives of the RFP. The principal firm, Valley Vision, is widely known for our groundbreaking work in public process. Our staff is versed in a variety of general and specialized skills such as innovative public outreach strategies, facilitation, key stakeholder outreach techniques, media and public relations, project management, research and group process. This is coupled with extensive experience in projects that will directly contribute to the knowledge base needed to successfully define a robust and well supported planning process for the Delta Trail System. In particular, the project team will be led by Managing Partner Kristine Mazzei, who has an extensive background in the underlying issues we will encounter in the course of our work. Her career has been focused on regional scale projects that blend land-based issues with economic needs.

Valley Vision is unique in its qualifications for this RFP. We have a track record of award winning innovative public outreach projects and we are a well-respected neutral convener with a reputation of inclusiveness. We have experience in large-scale regional planning efforts that utilize innovative public outreach methods. Our Blueprint project (2002-2004) covered six counties and 27 jurisdictions and has changed the face of land

use planning in the years since it was completed. Finally, Valley Vision, as a non profit, is engaged in this work as a part of our mission. This allows us to be a cost effective partner that focuses solely on obtaining excellent results.

In addition to our internal team we have supplemented our skills with two well-respected planning firms to assist in the more technical aspects of the project. Alta Planning + Design is the primieire West Coast firm for planning larger scale trails. They will be utilizing their extensive contacts and database to assist in defining the stakeholder and technical needs for this work. Willdan is another excellent planning firm who will be providing advisory services to Valley Vision and is available to assist the Commission in fundraising for the subsequent phases. Finally we have recruited KopiWorks, a small entrepreneurial DVBE firm to assist us in the production of materials and reports.

We look forward to the opportunity to work hand in hand with the Commission on this exciting project, and to ensure a well-supported, fully executable, and technically feasible public input process.

Best Regards,

Susan Frazier
CEO and Managing Partner
Valley Vision

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The Great California Delta Trail System

Section C: Work to be Performed

Purpose of the Project:

The California State Legislature created the Delta Protection Commission (Commission) in September of 1992. As a diverse collection of stakeholders and governmental entities, it is dedicated to the preservation of the agricultural, habitat, and recreational resources of the 1,150-square mile Sacramento-San Joaquin Delta. In 1995, the Commission created and adopted a *Land Use and Resource Management Plan for the Primary Zone of the Delta*, as mandated in the Delta Protection Act. The Commission works collaboratively with local and regional governments, state and federal agencies and Delta stakeholders to proactively protect, preserve and enhance the Delta's resources and natural beauty. It also addresses urban growth through the inclusion of the Commission's Management Plan in the general plans of Delta counties and cities.

Recognizing the uniqueness of the Delta, in 2006 the Legislature and Gov. Schwarzenegger approved Senate Bill 1556 (Torlakson), declaring support for the creation of The Great California Delta Trail (Delta Trail). This bill requires the Commission to "develop and adopt a plan and implementation program, including a finance and maintenance plan, for the Delta Trail. The bill further stipulates that the Delta Trail is to be a continuous regional recreational corridor that will extend around the delta, including, but not limited to, the delta's shorelines in Contra Costa, Solano, San Joaquin, Sacramento, and Yolo Counties. It will link the San Francisco Bay Trail system to the planned Sacramento River trails in Yolo and Sacramento Counties. The Delta Trail plan will include a specific route of a bicycling and hiking trail, the relationship of the route to existing and proposed park and recreational facilities and land and water trail systems, and links to existing and proposed public transportation.

Valley Vision is pleased to offer this proposal to take the first step in making the Delta Trail a reality. We have been involved in some of the most innovative large-scale regional planning processes in the nation, and we can leverage this experience in our work on the Delta Trail planning process. We employ a methodology that respects and maximizes the role of citizens and government to create sustained results. In partnership with the Commission staff, we will work to ensure that the Delta Trail planning process progresses smoothly from the information gathering phase through collaborative planning and on-the-ground implementation. We have assembled a talented team to assist us in our work, including Alta Planning + Design, a premier planning firm that specializes in trails and bikeways and Willdan, a full service civil engineering and planning firm. Also joining the team is KopiWorks, a DVBE certified graphic arts and printing firm to assist in production of materials and reports.




Alta Planning + Design will be supporting Valley Vision in providing technical support services. Alta is one of the nation's leading experts in developing regional trail systems, including the San Francisco Bay Trail, American River Parkway, California Aqueduct Bikeway, Coastal Rail Trail, and many others. Alta has helped develop most of the plans in the areas surrounding the proposed trail and has quick access to available maps and reports identifying these systems. Alta's relationships with key agency staff will be facilitated by past coordination with agencies responsible for these trails on technical issues, along with connections to the San Francisco Bay Trail and trail systems in Yolo, Solano, and other counties. Implementation issues are likely to become major issues during the planning process and will be one driver of the overall Delta Trail strategy. Alta brings specialized experience in the areas of traffic and civil engineering, bikeway and trail planning and design, safety, liability, and privacy protection, right-of-way and property needs, agricultural concerns, and the interface between levees and trails/bikeways.

Willdan is one of the largest firms of its type in the Western United States, with state of the art GIS technology and experienced staff, engineering capabilities and planners. Willdan will be supporting Valley Vision in an advisory capacity on all technical aspects of the planning, and will also be of assistance to the Commission on fundraising.

KopiWorks is a DVBE certified firm that will be assisting the team in the production of materials and reports. A full 3% of our contract will go to this firm. KopiWorks is a fully accredited California DBVE/Small Business and Federal Service Disabled Veteran Owned Business vendor, offering a variety of printing services. The services KopiWorks will provide the project include printing and graphic design services.

Commission staff has already completed some preliminary work, such as the hosting of four Delta Trails concept meetings. The meetings were designed to identify the opportunities and concerns about the Delta Trail of four major stakeholder groups, including agriculture, recreation, private business, and local planning. This provided an early awareness of the issues that need to be further explored and addressed. Likewise, Commission staff has started sharing information and building awareness about the Delta Trail through meetings with local governmental agencies and interested organizations.

We propose three distinct project phases to creating a plan and implementation program for the Delta Trail:

-  **Phase I: Laying the Groundwork** Projects that start from a strong base of information have a much greater chance of success. Valley Vision and Commission staff will gather the needed information that will serve as the foundation of the Delta Trail planning process.
-  **Phase II: Creating the Vision** Engage the stakeholders, technical experts and key government officials in creating both an inspiring vision and a detailed plan that are embraced by all.
-  **Phase III: Implementing the Vision** Assemble the resources and identify the policy changes that are needed to support the physical construction and long-term maintenance of the Delta Trail.

This proposal covers the first phase of creating the Delta Trail: *Laying the Groundwork* for the planning process. During this phase, Valley Vision and partnering organizations will create the detailed plan that is needed to complete Phase II. This pre-planning will save time, money and ensure the full spectrum of stakeholders is engaged.

This proposal provides an overview of the Valley Vision team's tasks during Phase I, as well as the concurrent activities of Commission staff, in order to capture the full scope of the activities that will take place during this time period. The work of Valley Vision and the Commission will be closely connected to ensure that information gathering is completed in a coordinated and consistent manner, without any duplication of efforts.

Overall Objectives and Key Stakeholders:

Objective I: Complete all baseline activities that facilitate the development of a technical "base case." Base case information includes maps of existing conditions, data and key information.

- Information gathered on existing conditions and established master land use plans, including parks, trails, recreation amenities, open space and public lands. GIS database protocols established and input started (the map will be completed and verified in Phase II).

Objective I Stakeholder Involvement:

- Connections made with local government leaders to facilitate information transfer and collect feedback on opportunities and concerns.
- Connections are made with key stakeholder organizations that impact trails and recreation.

Objective II: All information and connections needed to develop the required Stakeholder and Technical Committees are completed, in accordance with SB 1556 (Torlakson).

- Stakeholder map completed.

Objective II Stakeholder Involvement:

- Roles for COGs, potential consultants and other technical experts clarified.
- Optimal committee structures and potential partners identified.

Objective III: Marketing and outreach on the Delta Trail continued.

Objective IV: Phase II "*Creating the Vision*" process plan will be fully developed with budgets and timelines.

- Best practices researched and incorporated.
- Technical needs identified and sourced.
- Resource needs identified.
- Process to engage the public outlined.

Key Challenges

The California Delta Trail will be a world-class facility on the order of the San Francisco Bay Trail, American River Parkway, and other major regional trail systems. It is located at the confluence of major urban areas, with fast-growing cities and towns, and already one of the most popular recreational destinations in the state. People are naturally drawn to the water, for its scenic qualities, coolness during the summer, fishing, boating, swimming, and other activities. All of this guarantees that the Delta Trail will be heavily used by the public but it also elevates the challenges.

The sheer size and complexity of the California Delta is the overall major challenge, with a multitude of jurisdictions, land uses and competing priorities. Additionally, the Delta shoreline is typically characterized by a levee system that complicates shoreline access with issues related to flooding and levee protection and maintenance. Finding a balance between the desire of the public for shoreline access with the need to protect levees and adjacent property owners will be a major challenge in the plan.

Planning and physical issues are also exaggerated by the fact that the Delta is on the 'edge' of surrounding counties—and bifurcated by major waterways—making political attention, connectivity and integration into existing systems a challenge.

Finally, a challenge unique to this phase of the project is the nature of a process focused on gathering information. In our experience, identifying the full range of issues that need to be addressed in this phase will evolve as information is gathered. Flexibility to shift and adapt as the process demands will be important.

Section D: Work Plan and Schedule

The Proposed work plan covers five major tasks –each with a set of detailed subtasks. The primary tasks are:

Task One: Key Informant Interviews

Task Two: Best Practices Research

Task Three: Definition of Technical Needs and Options

Task Four: Creation of Stakeholder Linkages and Stakeholder Map

Task Five: Develop and Refine the Phase Two Project Plan

Each is described in detail below and timelines are attached.

Task 1: Key Informant Interviews

The Delta Trail involves multiple jurisdictions, diverse stakeholders, and many technical considerations. Gathering the right information will be critical to a successful planning process, and Valley Vision has demonstrated the capacity to collect the needed information efficiently and effectively.

For the Delta Trail planning process, we will gather information by conducting interviews with key stakeholders. The interviews will be conducted in a series, with each round of interviews informing the next, a process that will allow us to refine our questions and determine who we need to interview. We propose to begin with the Delta Protection Commission members, which will allow the Commissioners to influence the next round of interviews. The interview process will be complete when we feel confident that we have captured all of the ideas and opinions that are pertinent to the Delta Trail, as evidenced by reaching a plateau of new information being obtained from the interviews. Between 65 and 70 interviews will be sufficient to carry out this phase of the project.

Through the interview process, we will determine who are the key stakeholders and what are the important issues—information that is instrumental to the Delta Trail planning process. Other anticipated outcomes include:

- Defining the composition and role of the Stakeholder Committee;
- Discovering ways that the planning process can link existing recreation and trail planning efforts at the local level;
- Gauging the level of support for the Delta Trail;
- Furthering the cause of the Delta Trail by spreading the word;
- Uncovering issues, ideas, opportunities, and concerns that will impact the Delta Trail;
- Identifying stakeholders that are currently unknown to the Commission;
- Compiling information on distinct visions, specific ideas, and technical insights held by various stakeholders.

Progress Report One will contain our preliminary findings garnered in the first round of interviews and a list of interviewees identified for the second round. Progress Report Two will cover the second and third round of interviews. Feedback from each of the progress reports will be used to refine our subsequent task one steps. Final interviews (if needed) will be part of the final report.

Task One Sub-task Detail and Timeline: [Entire project = 31 Weeks]		
Task 1 - Key Informant Interviews	Start Date	Completed
Initial 23 Interviews with Commission Members	Week 1	Week 5
Interview analysis	Week 4	Week 5
Progress Report Number One		Week 8
Second Round of Interviews (estimate 25)	Week 9	Week 12
Interview Analysis	Week 12	Week 12
Third Round of Interviews (estimate 20)	Week 13	Week 15
Preliminary Analysis of all Interviews	Week 16	Week 17
Progress Report Number Two		Week 17
Final wrap up Interviews	As Needed	Week 25
Final Interview Analysis		Week 28
Final Report		Week 31

Task Two: Identify Best Practices in Planning Major Trails

Valley Vision will draw on the lessons learned from projects similar in scope and complexity, report on our findings, and integrate the most relevant ideas into our recommendations for Phase II. Decades of experience has produced knowledge, wisdom and expertise that can be utilized to avoid costly mistakes, reduce planning and implementation cycles, and ensure that the Delta Trail plan integrates the best practices of other similar initiatives. Two examples of projects that we will research are the California Coastal Trail and the San Francisco Bay Trail. We propose to research these and up to two others. We will produce a Best Practices Report and present findings to the Commission.

Progress Report One will contain the completed Best Practices Report.

Task Two Sub-task Detail and Timeline: [Entire project = 31 Weeks]		
Task 2 - Best Practices Search	Start Date	Completed
Interview Participants - Three to Four Major Trail projects	Week 2	Week 7
Research Methods and Study Materials	Week 2	Week 7
Create Final Best Practices Report	Week 7	Week 8
Progress Report One		Week 8

Task Three: Define Technical Needs and Options

Detailed technical information will establish the framework for decision-making and will build a strong foundation for the Delta Trail planning process. Planning for the trail will involve five counties, dozens of cities and local districts, and many branches of local, regional, state, and federal government. It will also involve reaching out to private landowners and environmental and recreational organizations, agencies, and industries. Through our outreach efforts and consultations with technical experts, we will define the technical needs to successfully complete Phase II and options for cost-effectively securing the needed technical support. Issues that are expected to arise include, but are not limited to, understanding demand for the trail, engineering issues that may impact implementation, safety liability and privacy issues, right of way and property needs, agricultural impacts, and levee interfaces. We will provide white papers on these issues and identify any tasks that would require the hiring of consultants and define their scope of work in Phase II. Identifying opportunities and constraints in the California Delta in graphical format may be helpful to understanding issues in a large-scale area. Alta will be able to develop Opportunities and Constraints mapping that can be the focus of planning sessions. We will also investigate any interactive technology, such as keypad polling, interactive planning software, etc., for gathering public input. Ultimately, our findings will help us define the composition and role of the Technical Advisory Committee, whose expertise will be essential during the completion of Phase II.

We will identify possible technical roles of the three Councils of Governments, including SACOG, ABAG, and SJCOG. We will work closely with them to clarify their degrees of interest, willingness to invest resources, and level of engagement in the Delta Trail. Similarly, if other potential important partners emerge during the research process, we will identify the roles they may play in later phases of the planning process.

Progress Report One will contain an informal overview of progress on determining technical needs. Progress Report Two will have preliminary technical findings as a primary focus. Feedback on the contents of progress report two will guide next steps.

Task Three Sub-task Detail and Timeline: [Entire project = 31 Weeks]		
Task 3 - Technical Requirements Analysis	Start Date	Completed
Preliminary Determination: Role of COGS	Week 1	Week 16
Preliminary Determination: Role of Planning Firms	Week 1	Week 16
Preliminary Technical Advisory Committee Structure	Week 15	Week 17
Progress Report Two		Week 17
Final Role of COGS and Planning Firms	Week 18	Week 30
Final Technical Advisory Committee Structure	Week 18	Week 30
Produce white papers on key technical issues	Week 18	Week 30
Research potential mapping tools and technology	Week 18	Week 30
Research and inventory pertinent maps	Week 1	Week 30
Research and inventory available planning tools	Week 20	Week 28
Final Report		Week 31

Task Four: Create Stakeholder Linkages and Stakeholder Map

As we gather information, it is inevitable that we will discover resources, related initiatives, and potential partners that can and should be included in the Delta Trail planning process. By initiating communication and forming relationships, we can start to build linkages with these entities and make their efforts known to the Commission. We will identify where efforts overlap and begin the process of negotiating roles. We will then create for the Commission a “stakeholder map” with the overlaps and potential partners identified. This effort will be combined with information from the other tasks to help determine the optimum Stakeholder Advisory Committee.

This map will clearly identify roles for each stakeholder, including the subset of key stakeholders that will comprise the Stakeholder Advisory Committee and the roles they will play. It will also display the relationships between this Committee and the remaining stakeholders in the process.

Progress Report One will contain an informal overview of activities to date in Task Four.

Progress Report Two will have this task as a primary focus and highlight stakeholder and partner issues and opportunities for Commission input. This input will shape the final recommendation.

Task Four Sub-task Detail and Timeline: [Entire project = 31 Weeks]		
Task 4 - Partner and Related Organization Coordination	Start Date	Completed
First Round of Meetings and Role Negotiations with Related Organizations	Week 1	Week 16
Preliminary Issues/Opportunities List for Stakeholder Map and Stakeholder Committee	Week 16	Week 17
Progress Report Two		Week 18
Additional Meetings as Required	Week 19	Week 25
Final Stakeholder Map	Week 26	Week 28
Final Stakeholder Committee Structure and Role	Week 26	Week 28
Final Report		Week 31

Task Five: Develop and Refine Project Plan

Task Five will be to synthesize the vast array of stakeholder input and technical information gathered by the Valley Vision team and the work of the Delta Protection Commission staff into a final report that details a sequential and easy to understand planning process. Using the methodologies from the **Blueprint Project** as our beginning template, we will outline the best way to gather input from thousands of engaged citizens and integrate this information into a concise, comprehensive vision and detailed plan customized to the unique circumstances and needs of the Delta. Working with our DBVE partner Kopi Works, we will design and produce 30 copies of the final report. The report will define key policy issues and provide pathways for implementation. In the end, the Commission will possess its own “blueprint” for moving the Delta Trail planning process forward and making the dream of many a reality.

Task Five Sub-task Detail and Timeline: [Entire project = 31 Weeks]		
Task 5 - Develop and Refine Phase II Project Plan	Start Date	Completed
Develop Plan	Week 26	Week 29
Check in with Commission and Key Partners	As Scheduled	Week 30
Prepare and Print Final Report	Week 30	Week 31
Final Report		Week 31

Concurrent Work: Delta Protection Commission Tasks

The Valley Vision team will stay in close communication with the Commission staff for the duration of the process and coordinate planning efforts. The Commission staff will execute the following tasks during the same timeline established for Valley Vision's Phase I:

- Identify all existing public trails and publicly owned land (including nonprofits) in the Delta region.
- Gather land use master plans and trail master plans to identify existing and planned trails, parks and open space.
- Establish a GIS database using best practices used by other regional trail project managers, and begin to input the gathered data.
- Update and maintain the Delta Trail web site as a communication and a marketing tool for the Delta Trail.
- Identify potential funding sources, for planning, design, construction and maintenance of the trail.

Key Deliverables and Consolidated Timeline for Phase I

Tasks and Deliverables	Start Date	Completed
Task One: Key Informant Interviews		
• Initial 23 interviews and analysis	Week 1	Week 5
• Second round of interviewees identified	Week 5	Week 8
Task Two: Best Practices Search		
• Interview and research	Week 2	Week 7
• Create report	Week 7	Week 8
Task Three: Technical Requirements Analysis		
• Begin work on COG and planning firm roles	Week 1	Week 30
Task Four: Partner and Related Organizations		
• Begin meetings and stakeholder role negotiations	Week 1	Week 28
Progress Report One:		
• Interview Analysis from First Round of Interviews		Week 8
• Priority Interviewees Identified for Round Two		
• Best Practices Report		
• Early Technical and Stakeholder Findings		
Task One: Key Informant Interviews		
• Second round of interviews and analysis	Week 9	Week 12
• Third round of interviews and analysis	Week 13	Week 17
Task Three: Technical Requirements Analysis		
• Preliminary determination COG and planning firm roles	Week 1	Week 16
• Preliminary Technical Advisory Committee structure	Week 15	Week 17
Task Four: Partner and Related Organizations		
• Preliminary issues/opportunities list for Stakeholder Map and Stakeholder Advisory Committee	Week 1	Week 16
Progress Report Two:		
• Third Round of Interviews and Analysis		Week 18
• Preliminary Roles for Technical Partners		
• Preliminary Technical Advisory Committee		
• Preliminary Issues/Opportunities List for Stakeholder Map and Stakeholder Committee		
Task One: Key Informant Interviews		
• Final interviews and analysis	As Needed	Week 28
Task Three: Technical Requirements Analysis		
• Final role of COGS and planning firms	Week 18	Week 30
• Final Technical Advisory Committee structure	Week 18	Week 30
• White Papers on key technical issues	Week 18	Week 30
• Research and inventory planning tools and maps	Week 1	Week 30
Task Four: Partner and Related Organizations		
• Final Stakeholder Map	Week 19	Week 25
• Final Stakeholder Advisory Committee	Week 26	Week 28
Task Five: Develop and Refine Phase II Plan		
• Develop plan and check in with Commission and key partners – refine as needed	Week 26	Week 30
• Prepare and print Final Report	Week 30	Week 31
Final Report		Week 31



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California Capital Financial Development, Corp.
James T. Williams
Williams + Paddon Architects & Planners

CEO & Managing Partner
Susan Frazier

Managing Partners
Bill Mueller
Kristine Mazzei

Valley Vision, Inc.
2320 Broadway
Sacramento, CA 95818
Phone: 916-325-1630
www.valleyvision.org

MISSION:

To shape regional solutions through civic engagement.

DESCRIPTION:

Valley Vision is a nonprofit association of people and organizations working to secure the social, environmental, and economic health of the 6-county Sacramento Region. Founded in 1994, we are an objective, nonpartisan "action tank" committed to regional problem-solving as well as impartial research for sound decision-making.

METHODS:

- Identifies critical issues and opportunities to influence and shape regional solutions in a positive way;
- Serves as catalyst for first-start activities that require collaborative, cross-jurisdiction approaches;
- Helps people and groups created their own proactive, breakthrough solutions to issues;
- Is a neutral convener and connector;
- Is inclusive, involving a diversity of groups and individuals;
- Is a source of independent and impartial research and information on regional issues and best practices; and
- Measures progress using objective data and indicators.

CAPABILITIES:

- Designs, coordinates and carries out collaborative projects;
- Expert group facilitators in traditional and culturally diverse settings;
- Highly effective project managers, providing logistics support most critical in early-stage efforts;
- Provides results-oriented strategies and technical assistance for goal attainment;
- Embraces creative, innovative, and fun approaches;
- Conducts independent research (i.e. key stakeholder assessments, focus groups, policy white papers and learning papers, etc.); and
- Board and staff well connected to region's influencers and thought-leaders in public, private, community, and NGO sectors.

2007 PROJECT PORTFOLIO

- Metropolitan Transportation Plan (MTP) strategy and outreach.
Economic Development: Regional Clean Energy Technology (CET) project coordination; regional civic amenities strategy coordination; regional occupational workforce forecast coordination; barriers-to-infill assessment. **Environment:** Cleaner Air Partnership management; regional open space collaborative project. **Social Equity:** Hmong health collaborative management; regional health needs assessment; County indigent care assessment.

STAFFING

Nine staff. Three managing partners direct project portfolios and organizational affairs. Four project managers and one project associate provide strategy and tactical support. Office manager.

BUDGET AND REVENUE SOURCES

2007 Revenues of \$1.3 million. 65% project fee-for-service; 20% multi-year grants; 15% board & member dues and event proceeds.



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An Overview of Valley Vision

Valley Vision is a nonprofit association of people and organizations working to secure the social, environmental and economic health of the Sacramento Region. Founded in 1994, we are an “action tank” committed to regional problem-solving and objective research for sound decision-making. To affect change, Valley Vision serves as a neutral convener of a broad cross-section of the Sacramento region’s leadership, including business, government, agriculture, the environmental community, organized labor, education, utilities and the nonprofit sector. We also partner with organizations in other regions to affect change on a wider geographic scale.

Our partners value working with us because we bring a boundary-crossing point of view. Our work provides us with opportunities to see connections and build linkages between public health, land use, transportation, education, and economic development. Some examples of Valley Vision’s recent successes include:

Planning on a Regional Scale

Valley Vision brings a strong track-record of regional-scale planning projects. We partnered with the Sacramento Area Council of Governments (SACOG) to complete the **Blueprint Project**. This effort engaged over 5,000 citizens throughout the region and employed innovative modeling technology that gave instant feedback on policy choices to produce smarter, broadly-supported planning outcomes. The result: an integrated “blueprint” for our region that guides transportation and land-use decision-making over the next 50 years, factoring in key regional considerations like air quality and open space. Nearly every jurisdiction in the six-county SACOG region endorsed or approved the project. It also won numerous awards, including the National Award for Smart Growth Achievement from the U.S. Environmental Protection Agency. This project model will transfer well to the Great California Delta Trail Project and help turn a project into a movement.

The Metropolitan Transportation Plan (MTP) 2035, the regional transportation strategy for the next three decades, is the next phase in the **Blueprint Project** and the first MTP to be integrated into the Sacramento Region’s land-use strategy. Valley Vision worked in cooperation with SACOG to conduct public outreach throughout the six-county region and to provide information about the MTP process to the community at large. Valley Vision was successful in getting over 3,000 “citizen planners” to participate in community workshops and one large transportation forum held simultaneously in eight separate locations around the region. A large array of other community members were also engaged in the MTP process through Valley Vision’s targeted outreach designed to reach diverse populations that otherwise might not have been involved. Valley Vision and SACOG were successful in their intent to hear from a large cross-section of residents in the Sacramento Region in order to ensure real community input on a transportation plan that will, ultimately, affect the region’s quality of life.

In our current **Regional Open Space Project** Valley Vision is partnering with a group of environmental, business, planning and regulatory organizations to gather and develop important information about the status of our rural landscape. With technical assistance from the Sacramento Area Council of Governments, Valley Vision is creating an up-to-date inventory and GIS map of all regional lands that are protected for non-urban uses in El Dorado, Placer, Sacramento, Sutter, Yolo and Yuba counties. Following this first-of-its-kind inventory, the partners and Valley Vision plan to work with a wide range of stakeholders – from local land-use and wildlife planners and conservation leaders to the development community and many others – to identify how best to address open space issues at a six-county scale.

Collaborative Data-Driven Reports

Valley Vision has significant, relevant experience collaborating with multiple partners to develop reports about the Sacramento region. In 2004 Valley Vision partnered with several agencies, including the Community Services Planning Council, to develop the **2004 Sacramento Region Quality of Life Report**. In each update of the 42 indicators in the *Quality of Life Report* Valley Vision strives to innovate; the 2004 report emphasized racial and ethnic demographic data and county-specific data to highlight regional disparities. In addition, our highly successful communications plan for this report included distribution of 5,000 copies to elected officials and opinion leaders, a news conference that generated significant media coverage, presentations to community and leadership groups throughout the region, and ongoing availability of the report through the web and CD-ROM.

Complex Collaborative Initiatives

In 2005 Valley Vision successfully facilitated 34 economic development and business organizations across six counties in developing the **Partnership for Prosperity: A Business Plan for the Sacramento Region**. This effort began with 50 stakeholder interviews and expert opinion gathering, which Valley Vision analyzed and synthesized for use as a baseline across several months of facilitated discussion and planning. Valley Vision continues to facilitate the Partnership's action teams of coalition members, ensuring the plan will not "sit on the shelf." Valley Vision also works with a communications team to craft marketing, branding, and media support.



Kristine C. Mazzei

Managing Partner

Kristine joined Valley Vision in 2004 and manages the Partnership for Prosperity, a unique collaboration that unites 34 economic development organizations in an effort to develop a regional economic development strategy. She also oversees Valley Vision's Open Space Project, which aims to create the first-ever inventory of permanently protected lands in the six-county region. In the past Kristine has managed the Valuing Agriculture Initiative and the Port of Sacramento Master Planning Project. Prior to her work for Valley Vision, she served as project manager for the Tri-Valley Business Council in Livermore and as a research and analysis consultant for the Truckee Tahoe Community Foundation on projects designed to protect open space. Kristine began her career as an analyst for a UC Berkeley research team that focused on evaluating land-conservation efforts in California. Kristine received her BS in biology from Bucknell University in Pennsylvania in 1997 and her masters in ecology from UC Davis.

Current Projects

Partnership for Prosperity: The Business Plan for the Sacramento Region

The Partnership for Prosperity planning process produced an economic development strategy for the Sacramento region that is guiding ongoing activities of the project's 34 organizational sponsors. Currently Partnership's Plan is being implemented by dozens of the Sacramento region's leading organizations, including the Sacramento Metro Chamber of Commerce, Los Rios Community College District, UC Davis, Sacramento County Airport System, and all three major utilities, as well as public sector partners from each of the major jurisdictions, including Sacramento, Roseville, West Sacramento, Davis. Kristine's management of this project involved: designing and leading decision-making meetings with the CEO's of the partnering organizations; communicating latest economic research and forecasts; drafting the Business Plan; managing associated staff; maintaining project timeline and budget; and launching the implementation process.

Partnership for Prosperity – Clean Energy

One of Partnership for Prosperity's action areas involves a focus on fostering a promising niche industry cluster, Clean Energy Technology. Kristine provides leadership to the 70-member Clean Energy Technology Action Team in completing their five goals, including: supporting new business and entrepreneur development in the field of clean energy technology, attracting and retaining Clean Energy Technology businesses, developing the regional market for clean energy to increase local demand for new technologies, producing and retaining the skilled people needed to support growth in the clean energy technology industry area, and branding the region as a hotspot for clean energy technology.

Sacramento Region Protected Lands Inventory, and Development of Open Space Planning Process

Kristine oversees the open space project. Having supervised the development of an inventory of baseline planning data, Kristine continues to guide the scoping process for a unique, multi-county regional open space project. Through Kristine's facilitation, the sponsoring organizations—including the Sacramento Area Council of Governments, The Nature Conservancy, the Sacramento Area Flood Control Agency, the Building Industry Association, Sacramento County Parks and Recreation and several others—came together to support the creation of a first-ever inventory and GIS map of all lands that are currently protected for non-urban uses in El Dorado, Placer, Sacramento, Sutter, Yolo and Yuba counties (incorporating data from 30+

agencies and NGO's). Kristine's extensive background in land use issues is crucial in designing this one-of-a-kind regional planning process.

Professional Highlights

Valuing Agriculture Initiative: Land Preservation Policy Development

Kristine planned and facilitated meetings with agricultural landowners in six Sacramento area counties to identify the most attractive strategies for agricultural land preservation. This project involved meeting with regional political leaders and policy makers to assess feasibility of identified preservation strategies. Kristine edited an Agriculture Fact Book created by the UC Davis Ag Issues Center, and designed and facilitated a region-wide Agricultural Summit. This research is used within the SACOG region to support General Plan and economic development policy creation.

Tri-Valley Agriculture and Open Space Enhancement Plan

Kristine led the research, development, and implementation of a combined agriculture and open space land preservation plan and rural economic development strategy and for a regional planning project known as *Vision 2010* (sponsored by the Tri-Valley Business Council and the local cities, counties, and major foundations). The collaborative planning effort engaged hundreds of community stakeholders, and Kristine served as the lead researcher, planner and facilitator for all of the decision-making sessions. She was responsible for drafting policies and the complete action plan, building implementation partnerships, acquiring project funding, and managing multiple consultant teams throughout the planning process.

Tri-Valley Agriculture Water Infrastructure and Financing Plan

I designed and directed the Tri-Valley Agricultural Water Task Force, an 80-member collaborative that assessed the region's water infrastructure needs, created a long-range irrigated agriculture land use and infrastructure plan, and developed project financing using a consensus-based approach. This project involved complex land use and economic analysis, and demanded skillful facilitation of a planning process that occurred in a highly sensitive political environment.

Education

- M.S. Ecology, University of California, Davis, June 2000
- B.S. Biology, Bucknell University, May 1997

Leadership & Facilitation Training

- Public Meeting Facilitation, National Charrette Institute–Sacramento, CA (2-day workshop, 10/06)
- Charrette Planner Certification, National Charrette Institute–Sacramento, CA (3-day workshop, 9/06)
- Facilitative Leadership, Interaction Assoc. for Social Change–San Francisco, CA (3-day workshop, 2/02)
- Group Facilitation Community at Work – San Francisco, CA (3-day Workshop, 11/01)

Leadership & Volunteer Experience

- Founding Board Member Chico Avenues Neighborhood Association – Chico, CA (8/04 – 6/06)
- Volunteer Project Coordinator Hands On Bay Area – San Francisco, CA (10/03 – 9/04)
- Team In Training The Leukemia and Lymphoma Society – Oakland, CA (1/01 – 6/01)



Dale W. Ainsworth

Senior Project Manager

Dale began working with Valley Vision in 2007 as a facilitator on the City of Sacramento General Plan project. Dale's primary focus has been project work that facilitates the expansion of organizational effectiveness and capacity through the development and growth of individuals and leadership teams. As a group facilitator Dale has worked with leadership teams in a variety of cultural settings, including several international projects. In addition to being a full-time Ph.D. student, Dale is also an educator teaching both undergraduate and graduate students in university and corporate settings. Prior to these experiences, Dale held several senior and executive leadership roles. His accomplishments include "turnarounds" of several faltering and failing business ventures, as well as several "start-up" operations.

Current Projects

City of Sacramento

The City of Sacramento is currently updating its General Plan through 2030. A key milestone in the completion of the project includes a community-wide event that communicates the important and most relevant aspects of the updates of the plan to community members in succinct and creative ways. Dale is facilitating the planning and creative processes with the City and its General Plan consultants, as well as coordinating the event itself. The project challenges include finding simplicity and building consensus in a large project characterized by complexity.

Professional Highlights

Emani, Incorporated

Emani, Incorporated is a relatively young non-profit organization working in the health and human services sector. The organization offers services to at-risk women with co-occurring mental health disorders. Because of the uniqueness of its services, the organization is experiencing rapid growth and expansion. Working with the Board of Directors and the Executive Director, Dale is facilitating the development of an organizational strategy to help best navigate the future. Additionally, Dale is working as a coach in the firm, helping key leaders develop needed competencies to best prepare for a sustained future.

ADESA Incorporated

ADESA Incorporated is an international, for-profit organization engaged in various activities in the automotive sector. Dale works with both individuals and teams in the organization to facilitate personal and professional growth and development. These include the facilitation of group process skills to ensure leadership teams function effectively, as well as personal one-on-one coaching and training relationships with several of the organizations key leaders.

Vice President and Dean of ADESA University

Dale led a team of educators and consultants in the start-up of a training and development department for a large, international, for-profit organization. In this role Dale oversaw the deployment of learning interventions to enhance personnel performance of a workforce of 10,000 employees. His experiences included management training/leadership development and coaching, team-building, training with a distance learning focus, strategy formulation, and turnover reduction/employee satisfaction interventions.

Vice President TCCI

As a key leader my primary focus was the management of a transition brought on by a change of ownership (from founder to new owner). Initiatives included working with leadership to articulate a clear and defined organization strategy, the installation of a performance management and reward system, various training and education efforts focused on leadership development, creating and installing measurement systems, and an infusion of technology improving communications and efficiencies. Results included continuous year-over-year growth and profitability, an emerging goal-oriented culture focused on results, and a newly energized leadership team committed to success.

Regional Vice President

Dale was responsible for the operational profitability, management development, and strategic direction of eight automotive re-marketing locations that generated \$65 million in annual gross sales. He developed and implemented operational, administrative, and financial management strategies, established standards for performance evaluation, led strategic decisions, and performed due diligence and integration in acquisitions. Dale directly managed eight facility managers, and through these subordinates, a staff of approximately 1000.

Education

- Current Ph.D. student, Saybrook Graduate School and Research Center, San Francisco, CA (expected degree in 2010)
- M.S. Organization Development, Pepperdine University, Malibu, CA, August 2004
- B.A. Philosophy and Religion, Mississippi College, Clinton, MS, May 1986

Leadership Training

- Strategy and Industry Analysis, Pepperdine University, Malibu, CA
- Leadership and Management Theory, Our Lady of the Lake University, San Antonio, TX
- Numerous faculty development training workshops as an adjunct faculty member

Leadership & Volunteer Experience

- Presidents award for Leadership Development, ADESA Corporation, Indianapolis, IN
- Case Study Presenter, International Quality and Productivity Center (IQPC), New Orleans, LA
- Math Tutor, Gold Oak Arts Charter School
- Past Chair of Virtual Community Committee for Pepperdine University Alumni Association

Robyn Krock joined Valley Vision in 2006 as a consultant to the Open Space Project. She manages the open space initiative as well as the Hmong Health Collaborative. Before joining Valley Vision, Robyn worked as a Research Assistant in the Pacific Regional Humanities Center at UC Davis, where she managed an oral history project with multi-generational landowner families in the Sutter Buttes. She also worked in the public school system—where she helped create a first-of-its-kind school-home study hybrid—and coordinated multi-million dollar contracts for a U.S. EPA contractor. Robyn is completing a master's degree in community development at UC Davis and earned master's and bachelor's degrees in anthropology there with a focus on linguistic anthropology.

Current Projects

Sacramento Region Protected Lands Inventory and Development of Open Space Planning Process

Robyn is currently managing the open space initiative, and conducting interviews with an array of stakeholders to identify how best to address open space issues at a six-county scale. Robyn worked with NGOs, governmental agencies, and county and HCP planners to gather baseline planning data and develop a first-of-its-kind inventory and map of protected, non-urban lands in El Dorado, Placer, Sacramento, Sutter, Yolo and Yuba Counties. These lands include everything from preserved wildlife habitats and parks to protected farmland and floodplains. Additionally, the inventory outlines approved areas from the HCP/NCCP planning processes within the focus region. Robyn will incorporate data from the current stakeholder interviews into a summary report that will include recommendations on a possible regional planning process that will engage an array of stakeholders to identify how best to address critical flood control, mitigation, recreation and land preservation issues at a 6-county scale.

Hmong Health Collaborative

Robyn is coordinating the Hmong Health Collaborative, a cooperative effort with ten grantee organizations funded by The California Endowment to promote culturally competent health and mental health care for the Hmong community, locally and throughout California. Robyn maintains an awareness of cultural and linguistic diversity while organizing quarterly convenings and working groups, technical assistance and training, coordinating the ten grantee organizations, four support organizations, and other individuals and groups involved in different aspects of the project.

Professional Highlights

Sutter Buttes Oral Histories

Through the support of the Pacific Regional Humanities Center at UC Davis, and partnered with the Middle Mountain Foundation, a land trust and educational organization in Sutter County, Robyn created and managed an oral history project with landowner families in the Sutter Buttes. The goal of this project was to create an archive of the cultural history of this unique area in California's Central Valley. Robyn conducted outreach with landowners and others to build awareness of and support for the project. She interviewed landowners and trained college students to conduct oral history interviews. This cultural history will be published in a small booklet in the near future.

Education

- M.S. Candidate, Community Development, University of California, Davis
- M.A. Anthropology, University of California, Davis 2004
- B.A. Anthropology, University of California, Davis 2002

Leadership & Volunteer Experience

Middle Mountain Foundation, Yuba City, CA (2005-current)

California Raptor Center, Davis, CA (January—August 2006)

SPCA, Yolo County, CA (2005-2006)

UAW Local 2865, Davis campus, Elections Committee Chair (2003-2004)

Undergraduate Program Committee, Graduate Student Rep., Dept. of Anthropology, UC Davis (2003)

Davis Food Co-op, Davis, CA, Board of Directors (August 2001—July 2002)

Literacy Council of Nevada County, Grass Valley, CA (1998-1999)



Susan M. Frazier

CEO and Managing Partner

Susan has led Valley Vision since 2001. She has a broad base of experience in leadership, operations, business development, technology management, public relations, and community leadership. Before coming to Valley Vision, Susan worked in the utility industry of the private sector, serving in executive roles. She served as general manager for a midwest utility providing electric, gas, and water services, and as CEO of a start-up subsidiary, growing an entrepreneurial business from the ground up. She changed careers following a move from the Midwest to California. Susan has served on numerous nonprofit boards and committees and led a variety of significant community projects as a volunteer prior to pursuing a long-held dream of making community work her profession. Susan holds an MBA from a private college in Minnesota, has extensive training and experience in organizational development, and is the graduate of three intensive community leadership programs, including the American Leadership Forum in Sacramento.

Current Projects

Organizational Capacity-Building

As CEO of a regional non profit corporation, Susan has reengineered the organization in a period of four years, taking it from a staff of one with \$100,000 in annual revenue and low recognition in the community, to a staff of nine with \$1,500,000 in annual revenue and a place of prominence in the region. Susan reports directly to a 20 member Board composed of a cross section of the regions most respected and influential leaders. Valley Vision exists to provide civic leadership to coordinated and informed community planning, on a regional basis, considering the challenges created by massive and rapid population growth.

City of Sacramento

In addition to her responsibilities as CEO, Susan continues to manage projects. She is currently providing strategic consultation and tactical support to the City of Sacramento to better understand the regional growth and land use context and to involve the public in the update of the city's general plan. Valley Vision completed a unique City Leadership Summit in early 2007, and planning is underway for a large forum in April.

Professional Highlights

Blueprint Project

Partnering with SACOG, Susan led the public outreach portion of a regional-scale planning project that has won numerous awards, including the National Award for Smart Growth Achievement from the U.S. Environmental Protection Agency. This effort engaged over 5,000 citizens throughout the region and employed innovative modeling technology that gave instant feedback on policy choices to produce smarter, broadly-supported planning outcomes. The result was an integrated "blueprint" for our region that guides transportation and land use decision-making over the next 50 years and factors in key regional considerations like air quality and open space. The Blueprint Project has permanently enhanced local planning and created a

long-range context for local land-use decision-making. The plan was unanimously adopted by the SACOG board in Dec. 2004.

Metropolitan Transportation Plan

Called the “MTP,” the area’s regional transportation funding plan is fundamental to how our region grows – and to whether it grows smart. Based on population, housing and job projections, it will affect everything from our commute times and transit options to compact and sustainable development and our personal health. Valley Vision is partnering once again with the Sacramento Area Council of Governments for outreach on this project after the success with The Blueprint Project. Public outreach and involvement began in earnest in early 2006.

Quality of Life Report

Every five years Valley Vision takes a look at some key measures that cut across our six-county region that tell us how we are doing. Our Quality of Life Report examines 44 different indicators cutting across three fields – the economy, people and place. Susan led an eight-member project team worked for months drafting the last 2004 report and a 17-member technical review committee of experts from government, education, business and nonprofit groups reviewed and added to their work.

General Manager-Superior Water Light and Power

Susan was responsible for leadership and direction setting for a small utility in Wisconsin providing electric, gas, and water to a community of 25,000. Her scope of duties included development of management and employees, budget setting and monitoring, union labor relations, managing a staff of 125 employees, regulatory oversight, strategic direction setting in a time of deregulation, redesign of worker departments to support downsizing, client and community relations, redesign of customer call center, and disposal of unused assets.

Education

- M.A. Management, College of St. Scholastica, Duluth, MN 1998
- B. S. Biology & Chemistry, Mankato State College, Mankato, MN 1978

Leadership Training

- American Leadership Forum Fellow, Mountain Valley American Leadership Forum: Susan was chosen to this program, which exists to create a powerful network of existing leaders in the Sacramento Region that all share a common base of experience. The graduates of this program include the region’s top executives and leaders in all sectors.
- Blandin Foundation Community Leadership Program: This program selected key leaders from the community and put them together in retreats and guided learning sessions to increase individual and group skills and solve community problems.
- Superior Community Leadership Training: This program was focused on in depth education of community leaders about all aspects of community and was hosted by a different segment each month.

Firm Profile



Alta Planning + Design

Year Established: 1996

Office Locations: San Rafael, California Plymouth, Massachusetts Berkeley, California
Portland, Oregon San Diego, California Los Angeles, California

Staff: 15 professional staff, including five Principals

Professional Skills: Planning (Transportation, Environmental, Community); Landscape Architecture; Engineering; CAD Design; GIS Mapping; Drawing, Rendering and Image Manipulation

Principals

Michael G. Jones, MCP, has managed more than 200 studies since 1985, ranging from major national, state, and regional plans to corridor studies to plans for small towns. Mr. Jones is a nationally-recognized expert in bicycle, pedestrian, and trail planning and design, as well as in financial analysis, and transportation and parking management. He has developed innovative methodologies and models for topics such as bicycle demand, GIS-linked roadway suitability, and shared-use parking. He has presented to and been published by the Institute of Transportation Engineers, the American Planning Association, the American Society of Landscape Architects, and the Rails-to-Trails Conservancy.

Mia Birk manages the Pacific Northwest office of Alta. She is responsible for all aspects of program management, including project development, budget management, public communication, project design, cost estimation and analysis, report writing, and management of advisory committees, technical assistance, and support staff. She has developed numerous bicycle, pedestrian, trail, and corridor plans, and has managed the public process, design, and implementation of over 200 miles of new bikeways, thousands of bicycle parking spaces, and a bikeway maintenance program. While at the City of Portland, she developed Portland's Bicycle Master Plan, commuter map, web site, and numerous public outreach materials.

George Hudson, RLA, ASLA, is one of the leading trail and bikeway designers in the Western United States. He has worked exclusively on alternative transportation projects for the past 12 years. He has acquired rights-of-way, master planned over 200 miles of alternative transportation routes, secured in excess of \$10 million dollars for development projects, facilitated public processes on over 25 projects, addressed endangered species issues in conjunction with development projects, successfully negotiated trail rights with railroads, and overseen \$35 million dollars of construction. Mr. Hudson has a proven record of accomplishment on complex projects requiring a multi-disciplinary team approach. His experience has ranged from major urban waterfront esplanades to earthen hiking and ski trails in the national forest.

Brad Lewis, ASLA manages our Southern California operations, bringing over 23 years of experience in the fields of Landscape Architecture, Planning, and Urban Design. Mr. Lewis is an expert in pedestrian circulation and non-motorized transportation, having brought numerous projects to successful completion throughout the United States, as well as in Hong Kong and Australia. His experience includes developing urban design standards and guidelines as well as final design and construction. Mr. Lewis was previously a Principal with Wilbur Smith Associates and Director of Urban Design Services with Boyle Engineering.

Paul Smith, AICP manages the Eastern Division of Alta Planning + Design, which conducts transportation planning and design projects for clients in New England and beyond. Mr. Smith served as the Project Manager for the first bicycle transportation plans of Massachusetts and the City of Boston. He managed feasibility studies for Maine's 140-mile Downeast Trail and Virginia's 50-mile Capital-to-Capital Bikeway. He has also conducted bicycle and pedestrian projects for Nantucket (Massachusetts), the Massachusetts Institute of Technology, Harvard University, and the State of Oregon. He currently manages an on-call bicycle/pedestrian contract with the New Hampshire Department of Transportation.

Summary of Qualifications



Alta Planning + Design is one of North America's leading firms specializing in progressive transportation planning, design, and implementation. We focus on multi-modal solutions, particularly bicycle, pedestrian, and trail corridors and systems.

Services

Alta provides a full range of services including:

- master plans
- project design
- sign plans
- public involvement
- environmental review and documentation
- bicycle/pedestrian integration with transit
- corridor plans
- bicycle parking design
- plan updates
- school safety studies
- technical assistance and trainings
- construction documents and observation



We offer complete landscape architecture and engineering services.



Staff

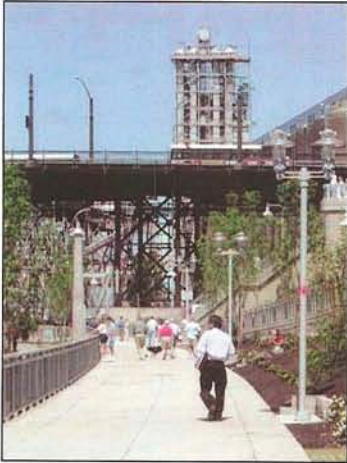
We are at the forefront of the progressive transportation movement. Alta staff are active in the Association of Pedestrian and Bicycle Professionals, Institute of Transportation Engineers, Transportation Research Board, and are conducting national studies for the U.S. Department of Transportation. We conduct pedestrian and bicycle trainings nationwide, and have been involved in award-winning plans and projects.

Experience

We have experience working in all sizes of communities, from a few thousand to millions, from rural to mountain and desert to suburban and urbanized areas. We strive to tailor each project to the community's unique setting, history, and culture through an active public participation process.

Alta staff are proud to have designed and implemented over 1,500 miles of bikeways.





Trail System Master Plans

Alta Planning + Design provides complete trail master planning services, including design, alternatives analysis, environmental documentation, property acquisition strategies, accurate cost estimation, maintenance and management plans, and funding strategies. We have completed dozens of Master Plans, many for projects that were ultimately implemented.

Our multi-disciplinary staff includes planners and designers with specialized expertise in land use laws, permitting, site analysis, usage projection, public involvement and a host of other key skills. We also provide complete mapping services, seamlessly integrating design and mapping to offer the most appropriate combination of products. Finally, we help you get your project funded by matching it to funding programs, and helping you complete competitive applications.



Lake Oswego (OR) Trails and Pathways Master Plan

Alta has developed a trails and pathways master plan for trails and pathways corridors in the Lake Oswego community. There are three planned regional trails that will use a linear greenway adjacent to the Willamette River, easements and public right-of-way along streams and through pastureland, and an active railroad corridor. Additionally, there are a number of on-street and earthen walking trails planned for the area to enhance connectivity, safety, and bicycling and walking opportunities. Alta is responsible for assessing the existing conditions, assisting in the development of a high quality, modifiable map, managing public involvement, providing code language suggestions, and developing trail designs for major trail corridors. Specific issues on this project include privacy concerns, property encroachment, topographical constraints, on-road segments, and trail-roadway intersections.

Client: City of Lake Oswego
Year: 2003



Lake Oswego's diverse trails and pathways system serves a wide range of users.

Vancouver (WA) Trails Master Plan

Alta developed a comprehensive trails master plan for this fast-growing city north of Portland, Oregon. The project entailed extensive field work, evaluation of potential trail users' needs, technical analysis of trail feasibility, and cost estimation for construction and maintenance of the proposed trails. Alta also created a GIS database of existing and proposed trails.

Client: City of Vancouver, Washington
Year: 2002



Vancouver has an extensive and well-used trail system.

Government Camp (OR) Trails Master Plan

Alta led a team in the design of a world-class year-round trail system for this small resort community on stunning Mount Hood in Clackamas County, Oregon. The project's goals included connecting the two sides of the town (population 435) via bicycle/pedestrian overpasses or underpasses on U.S. Highway 26, developing a loop-trail around the town; connecting the trails to other cross-country and mountain bike trails; and developing an effective management and maintenance plan. Alta worked with a consortium of property owners and government agencies to develop the best possible plan.

Client: Clackamas County
Year: 2001

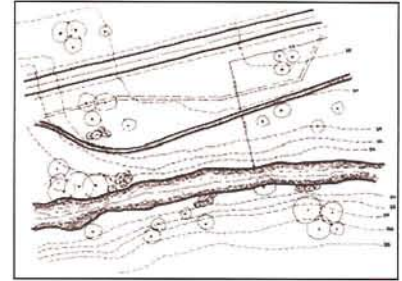


Trailhead near Government Camp

Truckee (CA) Trails Master Plan and Program EIR

Alta completed trail development guidelines and a program EIR for a trail system that encompasses in excess of 100 miles of trails in the Truckee (CA) area. Alta assisted Town staff with classifying the trail system into trail categories, including class I, II, and III bikeways, and earthen recreation trails. A set of design guidelines was then developed for varying typical conditions found on each trail type. Specific issues the study addressed included design standards for wetlands, marshes, and rivers; endangered species; historic resources; roadway conditions; street, railroad and river crossings; and steep grades.

Client: Town of Truckee
Year: 2001



Alta created design guidelines for a variety of constrained situations in Truckee's trail system.

Pasadena (TX) Bayou/Trails Master Plan

Alta developed a comprehensive trails master plan for this suburb of Houston. Pasadena has an extensive network of bayous (waterways), that offer potential trail opportunities. It proposed a trails network to link existing loop trails, park trails and sidewalk/shard use paths already existing in various locations throughout the city. The project entailed extensive public outreach, technical analysis of trail feasibility, and environmental issues such as floodway and floodplain protections. The final plan included detailed recommendations and maps for over 30 individual connection projects, and provided extensive guidelines for every aspect of trail design.

Client: Pasadena Second Century Corporation; City of Pasadena
Year: 2001



The Pasadena Bayou Trails plan provides the City with a broad range of design options for installing trails along the flood control system.

Genesee Regional Trails Initiative, Rochester (NY)

The Genesee Transportation Council desires to establish a nationally acclaimed regional trail system for Rochester and its surrounding communities, an area containing 11,000 acres of parkland for public use year-round. The Regional Trails Initiative Report outlines a proposed regional trail system that builds on the existing 105 miles of Rochester Transportation Management Area trails. Discreet projects were grouped into Near- Mid- or Long-Term implementation windows, to add 286 miles of trails over the next 15 years. The report identifies and prioritizes these projects, as well as offers implementation strategies from funding sources to marketing ideas to corridor preservation. Extensive "Best Practices" design details were provided to illustrate trailheads, amenities, under and over crossings, signage, barriers and artwork. The report was developed in collaboration with GTC and their Steering Committee, and with substantial input from 12 public meetings.

Client: Genesee Transportation Council
Year: 2003

San Francisco Bay Trail projects

San Francisco Bay Area, California



The San Francisco Bay Trail is an ambitious regional planning project that, when complete, will encircle San Francisco and San Pablo Bays with a continuous 400-mile network of bicycling and hiking trails. It will connect the shoreline of all nine Bay area counties, link 47 cities, and cross the major toll bridges in the region. To date, approximately 210 miles of the alignment—or slightly more than half the Bay Trail's ultimate length—has been completed.

Since 1990, Alta Planning + Design professionals have worked in over 18 projects for this world-class greenway corridor. This involvement has included feasibility studies, regional bikeway plans, design, and construction of many Bay Trail segments. Projects include:

- *San Jose Commuter Bikeway Study*
- *San Mateo County Bikeway Study*
- *Coyote Point Bay Trail*
- *Industrial City Rail-Trail Bikeway*
- *San Francisco Bicycle Master Plan*
- *Marin County Bicycle Master Plan*
- *Sausalito Bicycle Master Plan*
- *S. Solano Cty. Bicycle Master Plan*
- *Corte Madera Bicycle Master Plan*
- *Carquinez Scenic Bay Trail*
- *Cerrito Creek Bay Trail*
- *Oakland Bicycle Master Plan*
- *Alameda Bicycle Master Plan*
- *San Leandro Bicycle Master Plan*
- *BART Coliseum Bay Trail connector*
- *Palo Alto Baylands Bay Trail*
- *Bay West Cove Bay Trail*
- *Airport Boulevard Bay Trail*
- *Central Marin Ferry Connector*



Marin County Bicycle Master Plan



San Francisco Bicycle Master Plan



Palo Alto Baylands Bay Trail



As part of the South Solano County Bicycle Master Plan, Alta Planning + Design developed the BikeLinks regional bicycle map. The map has been updated five times, with over 30,000 copies distributed.



Cerrito Creek Bay Trail



Airport Boulevard Bikeway Plaza



Corte Madera Bicycle Master Plan

Michael G. Jones, MCP

Principal

Michael Jones has managed more than 200 studies since 1985, ranging from major national, state, and regional plans to corridor studies to plans for small towns. Mr. Jones is a nationally-recognized expert in bicycle, pedestrian, and trail planning and design, as well as in financial analysis, and transportation and parking management. He has developed innovative methodologies and models for topics such as bicycle demand, GIS-linked roadway suitability, and shared-use parking. He has presented to and been published by the Institute of Transportation Engineers, the American Planning Association, the American Society of Landscape Architects, and the Rails-to-Trails Conservancy.

Recent Projects

- **Marin County (California) Bicycle and Pedestrian Plan**
Mr. Jones managed this major plan for Marin County, located north of San Francisco. The Plan included extensive public workshops, needs analysis, field review, and surveys of bicyclists, pedestrians, and school children. This project also entailed the review of several old railroad tunnels for possible conversion into public multi-use pathways. Adding to the complexity of these tunnels is proposed shared use with future rail transit. Other improvements included sidewalk and educational programs, colored bike lanes, and shoulder improvements in rural areas.
- **Coachella Valley Trail and Bikeway Master Plan – Palm Springs, California**
Mr. Jones managed this regional study of a 300-square mile area including the communities of Palm Springs, Palm Desert, and Indio. The study included: coordination of existing plans, policies, and standards; development of a regional plan for pedestrians, bicycles, and trails, and; development of a framework for obtaining funding to construct facilities and develop programs. The study also included extensive public and staff involvement, a detailed work program and schedule, and use of GIS and CAD in mapping and analysis.
- **Connecticut River Rail Trail - Windham County, Vermont**
Mr. Jones managed a major corridor feasibility and design study of this proposed rail-with-trail. Some of the design issues included riparian impacts, access, safety, and liability. Alta assisted through the negotiation process with the railroad, which included development of an easement agreement.
- **San Jose (California) Safe Routes to School Program**
Mr. Jones co-managed this major study of 180 schools in San Jose, identifying improvements to school commute routes and drop-off areas. Mr. Jones helped pioneer innovative methodologies that allowed for quick identification of practical solutions, along with required phasing and costs estimates.
- **Livable Waikiki Project – Honolulu, Hawaii**
Michael Jones contributed bicycle, pedestrian, ride share, smart shuttle, traffic calming, and other expertise to this major project in Honolulu, working with a team of transportation and urban design experts.



Professional Highlights

- Alta Planning + Design, 1996-present
- Senior Associate, Fehr & Peers Associates, 1992-1996
- Associate, Wilbur Smith Associates, 1990-1992

Education

- Master of City Planning, George Washington University, 1987
- B.A., University of California, Berkeley, 1981

Representative Projects

all projects in California unless otherwise noted

- Visalia Bikeway Master Plan
- San Jose Commuter Bicycle Master Plan
- Santa Rosa Bikeway Master Plan
- Coachella Valley Bicycle and Pedestrian Master Plan
- San Gabriel Valley Regional Bikeway Master Plan
- Davis Bikeway Corridor Design
- Roseville Bikeway Master Plan
- Escondido Bikeway Master Plan
- Crescent City South Beach Trail Study
- Tahoe City Truckee River Path Transitway Study
- Ukiah Bicycle and Pedestrian Master Plan
- Willits Bicycle Master Plan
- Ojai Bicycle & Pedestrian Master Plan
- Camarillo Bicycle Master Plan Update
- Santa Fe (Los Angeles) Rail Trail
- Solano Countywide Bikeway Master Plan
- Winters Bicycle & Pedestrian Master Plan
- Escalon Bicycle Master Plan
- San Diego Coastal Rail/Trail Planning and Design

Selected Presentations & Publications

- "Towards a New Pedestrian level of Service Methodology", AmericaWalks Conference, Silver Spring, 2004
- "Rails-with-Trails: Lessons Learned," Cal Walk/Bike Conference, Oakland, 2003.
- "Safe Routes to Schools: A Grass Roots Approach", NDOT Pedestrian Conference, Las Vegas, 2003
- "Safe Routes to Schools: A Recommended Practice," AmericaMoves Conference, Phoenix, 2003
- "Rural Roads, Bicycles, & Pedestrians", ITE International Conference, St. Petersburg, 2002
- "Rails-with-Trails: A Best Practices Report", National Trails Symposium, Orlando, 2002
- "Trails Safety and Security Strategies", Operation LifeSaver Conference, Jacksonville, 2002
- "Regional Bicycle and Pedestrian Planning", Pro Bike/Pro Walk, Minneapolis, 2002
- "Safe Routes to Schools," VeloCity, Glasgow, 2001
- "Rails with Trails: Best Practices," AASHTO, Indianapolis, 2000
- "Bicycle Demand Modeling", ProBike, Philadelphia, 2000
- "Building a Better Bikeway," ITE International Conference, Toronto, 1998
- "School Safety Studies," APA California Conference, Stockton
- "Trails-with-Rails," First International Trail & Greenway Conference, San Diego, 1998
- "Managing Visitors," APA California Conference, Monterey, 1997
- "Trail Crossing Design," ProBike Conference, Portland, Maine, 1996
- "Bikeway Implementation," ITE Western Conference, Denver, 1995
- "Pathways in Urban Areas," Rails-to-Trails Conference, Concord, California, 1994
- "Funding Bikeway Projects," American Society of Landscape Architects Conference, 1994
- *Bikeway Planning Today*, Planning Magazine, 1993
- "Bikeway and Pedestrian Planning," APA California Conference, Santa Barbara, 1993
- "Implementing Bike Lanes on Older Streets," ITE Western Conference, 1994
- *Guide to ISTEA Funding*, NRPA Journal, 1994

Professional Organizations

- Association of Pedestrian and Bicycle Professionals
- American Planning Association
- Institute of Transportation Engineers
- Rails-to-Trails Conservancy

Philip Sales, R.L.A.

Senior Associate and Regional Design Manager

Philip Sales joined Alta in September 2006. Mr. Sales has over thirty years of experience in greenway, park, trail and bikeway design, planning, and implementation. He has extensive experience in land and easement acquisition, grant writing, environmental documentation, design and construction contract administration related to bikeways, trails and parks.

Before joining Alta, Mr. Sales served as Park Planning and Design Administrator with the Sonoma County Regional Parks Department for eighteen years. Mr. Sales was responsible for managing park acquisition, development, park and trail construction, major park renovation projects, resource management planning and environmental documentation. He oversaw an annual capital budget of \$6 million and secured grant funding for projects. He has extensive experience working with public agencies, elected officials, community organizations, private, state and federal funding organizations and the general public.

Recent Projects

- **Sonoma County Outdoor Recreation Plan**

Mr. Sales oversaw the first comprehensive plan for public recreation in Sonoma County. This plan involved an extensive public outreach effort over a four-year period, working with diverse interest groups such as land owners, ranchers, grape growers and trail advocates.

- **Joe Rodota and West County Trail.**

Mr. Sales oversaw the acquisition, development and construction of the Joe Rodota-West County Trail, a thirteen-mile regional trail that mainly follows an abandoned railroad right-of-way. The trail, the first regional bike trail in Sonoma County connects the Cities of Santa Rosa and Sebastopol and the communities of Graton and Forestville with the Russian River. The project was designated a Millennium Community Trail by the White House in 2000 and won an Award of Excellence from the California Park and Recreation Society in 2001.

- **San Francisco Bay Trail Project, Sonoma County Study.**

Mr. Sales secured grant funding for the studying of alternative alignments for the San Francisco Bay Trail through Sonoma County from the Petaluma River to Napa County. He oversaw the planning study that used GIS technology developed a series of alternative trail alignments that would enable the trail to move from its current adopted alignment, following a busy State highway to an alignment closer to the bay.

Professional Affiliations

- Licensed Landscape Architect, California License # 2661.
- Member California Parks and Recreation Society.
- Founding member of the Bay Area Open Space Council.
- Member of the Rails to Trails Conservancy.



Professional Highlights

- Landscape Architect -City of Oakland, California (1986-88). Oversaw and designed the development of new parks and renovation of existing City parks, including the City of Oakland's Feather River summer camp in Plumas County.
- Landscape Architect (1978-80) and Interim Director of the Architectural Services Department (1980-81) City of Las Vegas, Nevada. Oversaw the development of new parks and civic design including the Cashman Field Sports, Convention and Cultural Arts facility.

Education

- Post Graduate Diploma in Landscape Architecture, Manchester University, England 1974
- B.Sc. Economics. Hull University, England 1972.

Representative Projects

- Russian River Park development. The acquisition and development of six new river parks on the Russian River between 1996-2006.
- The acquisition of the 1760 acre Tolay Lake Ranch in 2005 to serve southern Sonoma County as a new regional park.
- Colgan Creek Bikeway project.
- Hunter View Creek Bikeway project.

Lauren Buckland

Planner

Lauren Buckland has seven years of technical writing, data analysis and research experience. In 2005, she earned her Master's Degree in Urban Planning from UCLA with a concentration in transportation planning. While at UCLA, she had extensive training in Geographic Information Systems, technical writing, and data analysis. In June 2005, she received a Lewis Center GIS award for her GIS project utilizing land-use, transit access and residential density to determine potentially walkable neighborhoods in Los Angeles. She has also developed a map of suitable bicycle routes for central Los Angeles using traffic volume and street gradient data. For her thesis, she analyzed the suitability of redeveloping an industrial area adjacent to the Los Angeles River into a pedestrian-oriented district. She has been involved in bicycle advocacy organizations in San Francisco and Los Angeles, and has been instrumental in creating a pedestrian advocacy nonprofit for Los Angeles.

Recent Projects

Analyzing Opportunities for a Pedestrian Oriented District in Lincoln Heights

Lincoln Heights is a working-class, primarily Latino neighborhood located northeast of downtown Los Angeles and adjacent to the Los Angeles River. Lincoln Heights will be included in future plans to redevelop the land surrounding the Los Angeles River. As a graduate student working for the Los Angeles Ad Hoc River Committee, Ms. Buckland conducted walk audits, community surveys and on-site pedestrian counts to develop a clear understanding of the way the area was being used by pedestrians. Using this information, she then made recommendations for improving the area for pedestrians. Her work will be incorporated into future redevelopment plans for the area.



Professional Highlights

- Alta Planning + Design, Planner, 2005 to present
- Los Angeles Metropolitan Transportation Authority, Intern, 2004
- Independent Technical Writer, 2002
- Microsoft, Product Coordinator, 1998-2001

Education

- MA Urban Planning, University of California at Los Angeles, 2005
- BA, Biology, Tufts University, 1997
- BFA, School of the Museum of Fine Arts, Boston, 1997

Awards

- Lewis Center GIS Award June 2005
- UCLA Department of Urban Planning Department Award for Service to the Community June 2005

Professional Organizations

- American Planning Association

Holly Dabral

Landscape Architecture Intern

Holly Dabral is a graduate student in the Landscape Architecture and Environmental Planning department at U.C. Berkeley. In the program, she has had the opportunity to pursue her passion for alternative transportation planning and design. She has developed skills in analyzing, designing, and communicating design problems while working on projects of many scales, including park plans, plaza designs, streetscapes, community planning, trail planning, and signage and wayfinding systems. Her passion for design began while studying mapmaking as an undergraduate in the geography department at the University of Minnesota, after which she spent many years working as a graphic designer, including working for one of the top architecture firms in Minneapolis, Hammel, Greene and Abrahamson. Her primary goal as a landscape architect is to reverse the negative impacts of car culture that has slowly gained dominance over the landscape since the 1930s.

Recent Projects

- **Great California Delta Trail outreach and fundraising**
During her summer internship as the Delta Trail project manager, Holly worked with the Delta Protection Commission's Executive Director Linda Fiack to engage in outreach and fundraising activities. She successfully developed partnerships with regional trail groups including San Francisco Bay Trail, Bay Area Ridge Trail, SACOG Pedestrian and Bicycle Advisory Committee, Mokelumne River Trail, Rails to Trails, and many others. In addition, she collaborated to complete several grant applications worth \$450,000.
- **Signage and Wayfinding Program, Pittsburg, California**
The Landscape Architecture studio led by Prof. Michael Southworth is working with the Pittsburg Planning Department, Pittsburg City Council and the American Institute of Architects on a comprehensive master plan for Railroad Avenue, Pittsburg's historic corridor. Holly has developed a wayfinding and signage program that would replace the existing car oriented signage system with one that promotes pedestrian and bicycle culture.
- **Great California Delta Trail Concept Plan**
As part of a planning studio, led by Profs. Randy Hester and Tim Duane, Holly developed a comprehensive concept plan for the proposed Delta Trail, which when it is completed, will be more than 1000 miles long. Part of her process involved studying several existing long trail systems, such as the Appalachian Trail, San Francisco Bay Trail, and California Coastal Trail to gain insight into the success of these three trail systems. She then developed a concept for the trail that involves a hierarchy of three kinds of trails that would comprise the system. Her presentation of the plan was well received by California Delta experts.



Professional Highlights

- Delta Trail Project Manager, Delta Protection Commission
- Principal Designer, Outdoor Design
- Senior Graphic Artist, Hammel, Greene and Abrahamson

Education

- Masters Landscape Architecture and Environmental Planning Candidate, University of California, Berkeley, 2008
- B.A., Geography, University of Minnesota, 1992
- Certificate of Horticulture, Barnes Foundation, 2005

Representative Projects

- Delta Trail Concept Plan
- Streetscape Design, Rodeo CA
- Park Redesign, San Francisco
- Public Plaza, El Cerrito, CA
- Children's Garden, Bala Cynwyd, PA
- Minneapolis-St. Paul Airport Design Standards and Guidelines, Metropolitan Airports Commission

FIRM OVERVIEW

Willdan, MuniFinancial, Arroyo Geotechnical, American Homeland Solutions, and Willdan Resource Solutions are the five-company public service team that has grown from the 1964 establishment of Willdan Engineering, known today as *WILLDAN Group, Inc.* This group of companies provides financial and economic consulting; civil and structural engineering; planning, geology, and geotechnical engineering; environmental health and safety (EH&S) engineering and construction; plus security consulting services for public sector clients throughout California and across the nation.

Willdan

Willdan is among the largest full-service civil engineering and planning firms in the western United States. The firm has consistently been an industry leader in providing all aspects of municipal and infrastructure engineering, public works contracting, public financing, planning, building and safety, and construction management. Currently we are ranked 136 on the Engineering News Record list of the Top 500 Engineering firms



Since 1964, Willdan has helped revolutionize the way consulting services are provided by networking our offices. Our regional and satellite offices are strategically located to offer local, focused service to the varied demographics of our public agency customers. Willdan's organization enables staff to efficiently communicate individual project challenges and goals, thereby utilizing all of Willdan's resources to deliver the highest quality and most cost-effective product.

Willdan Services

- Building and Safety
- City Engineering
- Capital Program Management
- Construction Management/Inspection
- Development Services/Plan Review
- Environmental/Planning
- Flood Control Design
- Landscape Architecture
- Structural Engineering
- Survey/Mapping
- Traffic Engineering
- Transportation Engineering
- Water/Wastewater

Willdan understands the unique nature of public agency needs and issues. Not only have many of our staff served in management positions at public agencies prior to joining Willdan, we have numerous assignments with cities and counties for building officials, city engineers, planning directors, traffic engineers, and other public agency staff members.

For all of these reasons, Willdan is able to offer practical solutions that are timely and cost effective, and that meet the needs of individual communities. The diversity of our staffs' experience is an added value of our professional services.

MuniFinancial

MuniFinancial provides financial and economic consulting for growth planning, revenue generation, debt administration and municipal services, with specialties such as ongoing Municipal Disclosure and Arbitrage Rebate compliance. Established in 1988, MuniFinancial has worked with more than 800 public agencies throughout the United States.



Arroyo Geotechnical

Arroyo offers a full complement of geology/geotechnical engineering capabilities, including soils engineering, earthquake and seismic hazard studies, geology and hydrogeology engineering. Arroyo Geotechnical also maintains a full-service geotechnical laboratory.



American Homeland Solutions

AHS is dedicated to helping clients enhance their preparedness and responsiveness to domestic security. Some of the areas of opportunity include homeland security needs assessments, school security planning, public education outreach, and emergency response training.



Willdan Resource Solutions

WRS provides high-quality and competitively-priced environmental, construction, environmental health and safety (EH&S), and engineering services. From training and consulting to multi-phased environmental site assessments and cleanup, WRS delivers the widest spectrum of services based on established engineering, scientific, and economic principals.



WRS's multi-disciplinary structure and professional staff encompasses many technical disciplines and programs including human health and ecological risk assessment, toxicology, chemistry, geochemistry, geology, hydrology, hydrogeology, chemical engineering, environmental engineering, civil engineering, environmental planning, geotechnical engineering, hazardous materials and waste management, health and safety management, surface/stormwater management, construction management, and environmental compliance.

Robert Blaser, P.E.
Senior Vice President/Regional Manager

Education

BSCE - 1976 Brigham Young University

Registration

*Professional Engineer -
State of California - License
#30232*

*Professional Engineer -
State of Nevada - License
#6727*

*Manager of Municipal Solid
Waste Management
Systems-Certificate # 003*

Affiliations

*American Society of Civil
Engineers (ASCE)*

*American Public Works
Association (APWA)*

*American Water Works
Association (AWWA)*

*Solid Waste Association of
North America (SWANNA)*

29 Years Experience

Mr. Blaser has 29 years of experience in the City Engineering profession. Since joining the Willdan team, Bob has acted as Project Manager and Principal Engineer on multiple projects as well as fulfilling the responsibilities of his role as a Vice President. Prior to joining Willdan, Bob served as director of the largest department in the city of Folsom, one of California's fastest growing cities. As the Director of Public Works/City Engineer for the City of Folsom, Bob developed and administered policies, programs, budgets, and goals; worked with citizens, citizen organizations, elected and public officials to develop policies; supervised, administered, managed, and directed the following divisions and departments: Administration, Buildings and Ground Maintenance, Engineering, Solid Waste and Recycling, Construction Inspection, Sewer Collection, Transportation and Street Maintenance, Water Treatment and Distribution, Corporation Yard/Fleet Maintenance, and Transit Operations. Employed as a Senior Engineer, Bob also led the Development Section of the Department of Public Works for the City of Sacramento.

Relevant Project Experience

Folsom City General Plan

Developed infrastructure needs i.e.. Transportation, including rail, water, sewer, drainage, parks. Identified transportation needs including transit, developed bridge locations, gave land use and other general guidance in the development of the plan, worked with planners to establish City goals and policies. Worked with environmental consultants to develop EIR.

Folsom City Bridge Project

- Started and organized the bridge
- Prepared 1st EIR for Project
- Director of project
- Plans Management Team
- Directed Project Design
- Approved and Bid the Bridge Project Plans
- Hired Construction Management firm
- Technical expert for Arch and Safety issues

Capital Improvement Programs

- Identified and led City of Folsom's long range Light Rail program
- Developed City of Folsom's capital improvement program in Transportation, Water, Sewer, Drainage, Parks, Zoo,
- Developed long range funding mechanisms for the above Capital Improvement Programs
- Developed Folsom's first Citywide Parks and Recreation Master Plan
- Developed City of Folsom's first Zoo Master Plan
- Developed City's long range Corporation Yard Needs Assessment

- Approved design and construction of Folsom's City Hall, Police Facility and Community Complex
- Directed numerous improvement projects including, sewers, water systems, drainage systems, road improvements, traffic enhancements and signals, park improvements, etc

Regional, State, and Federal Government Experience

Bob has worked closely with just about all local and regional Governments in the Sacramento region, and is comfortable in working with and making presentations to boards, commissions, councils, and agencies. In his current position, he has worked with many other regional agencies.

Design Experience

Bob has personally completed as well as directed numerous design projects, including streets, bridges, utilities, buildings, and other infrastructure. While at Willdan, Bob designed the Amelia Earhardt School Improvements, which received a Statewide CELSOC Award for 2003. A complete list of design projects can be provided upon request.

Other Financing

Bob is familiar with the procedures and processes of forming and maintaining assessment districts, including Lighting and Landscaping Districts, & Mello-Roos Districts. Bob is signatory to 17 Landscape and Lighting Districts, 11 Community Facilities Districts (Mello-Roos) and four 1911 Improvement Act Districts.

Economic and Redevelopment

- Bob has designed and implemented several infrastructure improvement districts through the CDBG Program.
- Bob had direct input into the first Economic Development Plan for the City of Folsom. Bob served on the State's first economic development "strike team". These "strike teams" were led by Governor Wilson's Economic Development Director, and consisted of members from State, County, & Local Governments. The Team was successful in convincing Intel Corp. to not only stay in California, but expand. In 1996 and early 1997, he also led the City of Folsom's negotiating effort on the Intel expansion projects. These projects lead to at least 3000 new jobs.
- Bob has worked closely with Redevelopment Agencies on various programs and projects including CDBG. In addition, Bob served as Agency Engineer for the Folsom Redevelopment Agency.

Other Experience

- Subdivision Design Experience
- Landfill Gas And Water Collection Systems
- Landfill Closure Plans
- Pump Station Design
- Solid Waste Systems Management
- NPDES Phase I - Stormwater management programs

Bradford S. Kortick
Division Manager

Education

*Master of Public
Administration - Golden
Gate University, 1989*

*Bachelor of Science
- University of California,
Davis, 1978*

Affiliations

*Folsom Chamber of
Commerce*

*American Planning
Association*

*American Institute of
Certified Planners*

Urban Land Institute

*Folsom High Athletic
Boosters Board of Directors*

*4-H Guide Dogs For The
Blind*

*Board Member California
Business Group*

27 Years Experience

Brad Kortick possesses 27 years of experience in the planning, urban economics, and construction fields representing a scope of work for public agencies and private clients. Most recently the owner of a consultant firm that provided city planning, project management, and management consulting, Brad has hands-on experience in all disciplinary phases from conception to construction of planning projects: staff recruitment, permitting, acting as project liaison to internal and external resources, performing community outreach, and chairing committees. Prior employment includes serving as the Community Development Director and Community Services Director for the City of Folsom, with a budget of \$5 million and a staff of 22.

Relevant Project Experience

City of Lodi, Reynold's Ranch Development Plan

Willdan has been retained by the City of Lodi to assist in the processing of an application and the preparation of related documents and materials for a 220-acre development plan within the southeast section of the City's Sphere of Influence. The preliminary development concept for the site envisions a mix of uses, including a 40-acre retail center, a 20-acre office complex, 134 acres of residential land encompassing a variety of housing products, a ten-acre school site, nine acres of parkland, and a one-acre fire station site. Willdan's assignment for the project includes preparing preliminary site plans, infrastructure master plans, and an Environmental Impact Report, as well as, processing the required discretionary actions including a General Plan Amendment and annexation of the site. Brad prepared all LAFCO application materials and exhibits and assisted on the Water Assessment Report.

Principal and Owner, Kortick and Associates, Inc. Folsom, California

Consulting firm representing public and private clients in the areas of telecommunications planning, urban planning, site acquisition and research, development consulting, project management, urban economics and construction. Clients have included AT&T, RCS/SureWest Wireless/Roseville Telephone Company, PacBell/Cingular, ClearShot, ClearWire, The Lyle Company, AT&T, SBA, Nextel Communications, Psomas and Associates, Willdan & Associates, Western Management Inc., and various government agencies.

Adjunct Professor, National University, Sacramento Campus

Instructor in Public Administration program at the graduate level in Urban Planning, Public Administration, Urban Affairs, Business Administration and Management.

***Community Development Director, Community Services Director;
City of Folsom, CA***

Director responsible for City Planning, Redevelopment Agency, Building Inspection Division, Special Districts and Code Enforcement, lighting and landscaping districts Extensive interface with the City Council, Planning Commission, various committees and outside agencies. Developed general plan, permit issuance, and negotiated development agreements for the City. Merged Building Department with Community Development Department. Staff of 22 with a budget of \$5 million. Community Services Department created for a year between reorganizations and later disbanded. Responsible for Redevelopment, lighting and landscaping, building inspection and housing.

Consultant, Harland Bartholomew & Associates

Project management for complex development plans. Provided consultant services to numerous clients, Roseville Community Hospital and Unocal Oil Company, Nevada County, City of Auburn, West Sacramento, South Tahoe Public Utility District; Team manager on several large projects facilitating activities and projects. Marketed services for the firm throughout California and Nevada.

John A. Heiser, AICP
Senior Planner

Education

*Master's degree, City and
Regional Planning,
California Polytechnic State
University, San Luis Obispo*

*Bachelor's degree, Rural
and Small Town Planning –
Geography, California State
University, Chico*

Affiliations

*American Planning
Association*

Sacramento Valley APA-PDO

15 Years Experience

John Heiser possesses more than 15 years of combined experience in the areas of Municipal Planning and Private Planning Development. His skills include conducting feasibility studies, economic development, land use analysis, agency management, plan implementation, policy analysis, Grant Programs and Capital Improvement Districts, and expertise in the California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA).

John's planning disciplinary experience includes airport planning, traffic program and transportation planning, Zoning Ordinance and General Plan Updates, working with tenant lease agreements with City-owned properties, project planning management, and contract administration.

Broad-scope projects have given John expertise in Downtown Redevelopment, including various design principles and policies relating to New Urbanism, Traditional Neighborhood Design, Transportation-Oriented Development, and Place Making.

Relevant Experience

- Project manager and team member for El Dorado County Department of Transportation Traffic Impact Fee Development and update
- Knowledge in El Dorado County's Small Municipal Separate Storm Water Sewer System Phase II permit and Storm Water Management Plan
- Project planner on complex discretionary projects requiring Environmental Impact Reports and Specific Plans.
- Executed Zoning Ordinance and General Plan Updates for County and City Planning Agencies
- Updated the Marina Municipal Airport Zoning Ordinance and Design Guidelines
- Project planner for several redevelopment projects located on the former Fort Ord military base
- Project manager and team member who received a 2003 Transportation Excellence Award from the Transportation Agency for Monterey County (TAMC) for the City of Marina Pedestrian and Bicycle Master Plan
- Conducted both CEQA and NEPA Environmental Review for discretionary projects for both public and private sector planning agencies and firms
- Process development proposals on constrained lots requiring land use entitlements
- Assisted in Block Grant proposals
- Project manager for two housing condition surveys, City of Arvin and

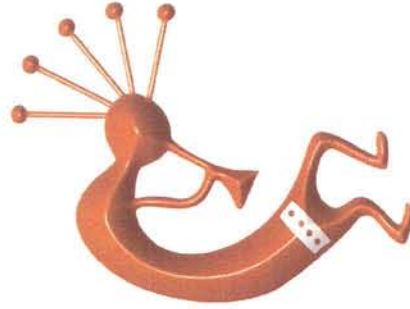
the City of McFarland, CA

- Project manager of a five-year Redevelopment Implementation Plan
- Review and process for land use development entitlements – Wireless Telecommunication Facility development proposals, Santa Barbara, El Dorado County and the City of Marina, CA.
- Project management planner for land use development entitlements at the City of Marina Municipal Airport
- Project team member for a 350-acre multiple-use development project located on former Fort Ord military base, City of Marina
- Project team member for a 300-plus acre Traditional Neighborhood Design mixed-use development of Armstrong Ranch/Marina Station, City of Marina

Kokopelli (or Kokopilau): The Flute Player

Kokopelli is a figure commonly found in petroglyphs and pottery throughout the southwest. Since the first petroglyphs were carved around 3,000 years ago, he predates even Oraibi, the oldest continuous settlement in North America. He is regarded as the universal symbol of fertility for all life, be it crops, hopes, dreams, or love.

Some legends suggest that Kokopelli was an ancient toltec trader who traveled routes between Mexico, the west coast, the southwest, and possibly even as far as the eastern areas of the U.S. Documented finds lend truth to these legends as dentalium shells, which are only found in certain coastal areas, and macaw feathers from Mexico have been unearthed in northern New Mexico and Arizona. Kokopelli was said to play a flute as he traveled to pronounce his arrival to the villagers.



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Specialty paper

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Résumé or Executive Cardstock
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Features

Enlargements
Reductions
Paste ups

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Docutech Features

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Ledger size (11 x 17)

Specialty paper

Cardstock (8¹/₂ x 11)
Résumé or Executive Cardstock
Transparencies

Features

Enlargements, each
Reductions, each
Paste ups, each
Special Editing (colorizing, cropping, etc.), ea

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Over 1" thick, add per inch

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ATTACHMENT 4

BIDDER REFERENCES

Failure to complete and return this attachment with your proposal will cause your proposal to be rejected and deemed non-responsive.

List below two references for services performed within the last five years, which are similar to the scope of work to be performed in this contract. If references cannot be provided, please explain why on an attached sheet of paper.

REFERENCE 1

Name of Firm Sacramento Area Council of Governments (SACOG)

Street Address 1415 L Street City Sacramento State CA Zip Code 95814

Contact Person Mike McKeever Telephone Number: 916-340-6200

Dates of Service: 2002, 2003, and 2006 Value or Cost of Service: Combined value of \$875,000

Brief Description of Service Provided

Valley Vision worked closely with SACOG on two high impact regional projects, the Blueprint Project and the Metropolitan Transportation Plan. We were partners in the overall design of the projects and had full responsibility for the public outreach.

The Blueprint Project reached more than 5000 participants in 55 workshops and featured interactive technology that allowed participants to see the impact of choices immediately, and then revise land use plans until they were comfortable with the resulting consequences. Participants were able to choose improvements to streets, new building types, added parks, public facilities etc. The result was a 50 year vision for land use in the 6 county Sacramento Region that has had major impacts on development patterns.

The Metropolitan Transportation Plan followed the Blueprint Project and decided the transportation footprint that will support the land use vision created by Blueprint. Once again Valley Vision partnered with SACOG, providing the main role in the public outreach portion of the project. Participants in this planning exercise used maps, stickers and "money" to make tough trade off decisions how to best serve the needs of a very diverse constituency. The resulting plan, which guides billions in transportation spending, will cut emissions and reduce congestion while still meeting a variety of needs.

REFERENCE 2

Name of Firm The California Endowment

Street Address 1331 Garden Highway 220 City Sacramento State CA Zip Code 95833

Contact Person Barbara Webster Hawkins Telephone Number 916-443-4355

Dates of Service 2004-present Value or Cost of Service \$810,211

Brief Description of Service Provided

Valley Vision has been under contract with the California Endowment to work with the range of organizations that support Hmong refugees in the Central Valley. Our role has been to elevate the collective impact of the organizations by creating a collaborative and then supporting the collaborative with facilitations, training, technical assistance.

In the years we have been working with the collaborative we have assisted them in becoming more visible to their elected leaders via legislative visits and advocacy training, in creating products that would help them gain better health care access for their constituencies and in capacity building for their organizations so that they can each become more effective at their individual missions.

This has been a complex project with much sensitivity to cultural needs at the forefront.

ATTACHMENT 1

REQUIRED ATTACHMENTS AND ENCLOSURES CHECK LIST

A complete bid or bid package must include the items identified below.

Complete this checklist to confirm the items in your bid. Place a check mark or "X" next to each item that you are submitting to the State. **For your bid to be responsive, all required attachments and enclosures must be returned.** This checklist should be returned with your bid package.

<u>Attachments</u>	<u>Attachment Name/Description</u>
<input checked="" type="checkbox"/> Attachment 1	Required Submission Check List
<input checked="" type="checkbox"/> Attachment 2	Bid/Bidder Certification Sheet
<input checked="" type="checkbox"/> Attachment 3	Cost Proposal – Sealed envelop marked “ Cost Proposal – Do not Open ”
<input checked="" type="checkbox"/> Attachment 4	Bidder References (See Section F, 2 Proposal Requirements)
<u>Enclosures</u>	<u>Name/Description</u>
<input checked="" type="checkbox"/> Enclosure 1	STD.204 Payee Data Record (<i>if currently not on file with the requesting agency</i>)
<input checked="" type="checkbox"/> Enclosure 2	*Contractor Certification Clauses (CCC). The CCC can be found on the Internet at http://www.documents.dgs.ca.gov/ols/CCC-307.doc . Page 1 must be signed and submitted prior the award of the contract but is not required if the bidder has submitted this form to the CSLC within the last 3 years.
<input checked="" type="checkbox"/> Enclosure 3	Disabled Veteran Business Enterprise Participation Forms and Instructions – REQUIRED. STD.840 Disabled Veteran Business Enterprise Participation Summary. This form is available at http://www.documents.dgs.ca.gov/pd/poliproc/Std840webproof5.pdf .

*If applicable

ATTACHMENT 2

BID/BIDDER CERTIFICATION SHEET

[This **BID CERTIFICATION SHEET** must be signed and returned along with all of the **REQUIRED ATTACHMENTS AND ENCLOSURES** as an entire package with signatures. The Bid Certification Sheet and the Required Attachments must be transmitted in a sealed envelope in accordance with all bid instructions.]

Do not return Attachment 5 "Sample Agreement"

- A. Our all-inclusive cost proposal is submitted in a sealed envelope marked "**Cost Proposal – Do not Open.**"
- B. I have read and understand the DVBE Participation requirements and have included documentation demonstrating that I have met or exceeded the participation goals for this procurement.
- C. Place all required attachments behind this certification sheet.
- D. The signature affixed hereon and dated certifies compliance with all the requirements of this proposal document. The signature below authorizes the verification of this certification.

An Unsigned Proposal/Proposer Certification Sheet May Be Cause For Rejection

1. Company Name Valley Vision, Inc	2. Telephone Number (916) 325-1630	2a. Fax Number (916) 325-1635
3. Address 2320 Broadway, Sacramento, CA 95818		
Indicate your organization type: 4. <input type="checkbox"/> Sole Proprietorship 5. <input type="checkbox"/> Partnership 6. <input checked="" type="checkbox"/> Corporation		
Indicate the applicable employee and/or corporation number: 7. Federal Employee ID No. 94-321457 8. California Corporation No. 1911527		
9. Indicate applicable license and/or certification information:		
10. Proposer's Name (Print) Susan Frazier	11. Title CEO	
12. Signature 	13. Date 11/28/2007	
14. Are you certified with the Department of General Services, Office of Small Business Certification and Resources (OSBCR) as: a. California Small Business Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> b. Disabled Veteran Business Enterprise Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If yes, enter certification number: _____ If yes, enter your service code below: _____		
NOTE: A copy of your Certification is required to be included if either of the above items is checked " Yes ". Date application was submitted to OSBCR, if an application is pending: _____		

ATTACHMENT 6

STATE OF CALIFORNIA

PAYEE DATA RECORD

(Required in lieu of IRS W-9 when doing business with the State of California)

STD.204 (REV. 2-99)

NOTE: Government entities, federal, state, and local (including school districts) are not required to submit this form.

SECTION 1 must be completed by the requesting state agency before forwarding to the payee.

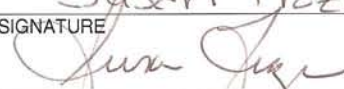
1 PLEASE RETURN TO:	DEPARTMENT/OFFICE California State Lands Commission	PURPOSE: Information contained in this form will be used by state agencies to prepare information Returns (Form 1099) and for withholding on payments to nonresident payees. Prompt return of this fully completed form will prevent delays when processing payments. (See Privacy Statement on reverse)
	STREET ADDRESS 100 Howe Avenue, Suite 100 South	
	CITY, STATE, ZIP CODE Sacramento, California 95825	
	TELEPHONE NUMBER Pat Paulson – (916) 574-1943	

2	PAYEE'S BUSINESS NAME Valley Vision, Inc SOLE PROPRIETOR—ENTER OWNER'S FULL NAME HERE (Last, First, M.I.) MAILING ADDRESS (number and Street or P.O. Number) 2320 Broadway (City, State and Zip Code) Sacramento, CA 95814
----------	---

3 PAYEE ENTITY TYPE	CHECK ONE BOX ONLY		NOTE: State and local governmental entities, including school districts, are not required to submit this form.
	<input type="checkbox"/> MEDICAL CORPORATION (Including dentistry, podiatry, psychotherapy, optometry, chiropractic, etc.)	<input type="checkbox"/> PARTNERSHIP	
	<input checked="" type="checkbox"/> EXEMPT CORPORATION (Nonprofit)	<input type="checkbox"/> ESTATE OR TRUST	
	<input type="checkbox"/> ALL OTHER CORPORATIONS	<input type="checkbox"/> INDIVIDUAL/SOLE PROPRIETOR	

4 PAYEE'S TAXPAYER I.D. NUMBER	SOCIAL SECURITY NUMBER REQUIRED FOR INDIVIDUAL/SOLE PROPRIETOR BY AUTHORITY OF THE REVENUE AND TAXATION CODE SECTION 18646 (See reverse)		NOTE: Payment will not be processed without an accompanying tax I.D. number.
	FEDERAL EMPLOYEE IDENTIFICATION NUMBER (FEIN) 9 4 - 3 2 1 4 5 7	SOCIAL SECURITY NUMBER - - - - -	
	IF PAYEE ENTITY TYPE IS A CORPORATION, PARTNERSHIP, ESTATE OR TRUST, ENTER FEIN.	IF PAYEE ENTITY TYPE IS INDIVIDUAL/SOLE PROPRIETOR, ENTER SSAN.	

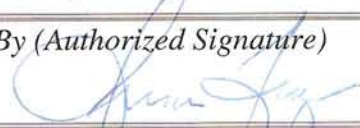
5 PAYEE RESIDENCY STATUS	CHECK APPROPRIATE BOX (EX)	NOTE: a. An estate is a resident if decedent was a California resident at time of death. b. A trust is a resident if at least one trustee is a California resident. (See reverse)
	<input checked="" type="checkbox"/> California Resident – Qualified to do business in CA or a permanent place of business in CA	
	<input type="checkbox"/> Nonresident (See Reverse) Payments to nonresidents for services may be subject to state withholding	
	<input type="checkbox"/> WAIVER OF STATE WITHHOLDING FROM FRANCHISE TAX BOARD ATTACHED	
	<input type="checkbox"/> SERVICES PERFORMED OUTSIDE OF CALIFORNIA	

6 CERTIFYING SIGNATURE	I hereby certify under penalty of perjury that the information provided on this document is true and correct. If my residency status should change, I will promptly inform you.		
	AUTHORIZED PAYEE REPRESENTATIVE (Type or Print) Susan Frazier	TITLE CEO	
	SIGNATURE 	DATE 11/28/2007	TELEPHONE NUMBER 916-325-1630

CCC-307

CERTIFICATION

I, the official named below, CERTIFY UNDER PENALTY OF PERJURY that I am duly authorized to legally bind the prospective Contractor to the clause(s) listed below. This certification is made under the laws of the State of California.

<i>Contractor/Bidder Firm Name (Printed)</i> Valley Vision, Inc		<i>Federal ID Number</i> 94-321457
<i>By (Authorized Signature)</i> 		
<i>Printed Name and Title of Person Signing</i> Susan Frazier		
<i>Date Executed</i> 11/28/2007	<i>Executed in the County of</i> Sacramento	

CONTRACTOR CERTIFICATION CLAUSES

1. STATEMENT OF COMPLIANCE: Contractor has, unless exempted, complied with the nondiscrimination program requirements. (Gov. Code §12990 (a-f) and CCR, Title 2, Section 8103) (Not applicable to public entities.)

2. DRUG-FREE WORKPLACE REQUIREMENTS: Contractor will comply with the requirements of the Drug-Free Workplace Act of 1990 and will provide a drug-free workplace by taking the following actions:

a. Publish a statement notifying employees that unlawful manufacture, distribution, dispensation, possession or use of a controlled substance is prohibited and specifying actions to be taken against employees for violations.

b. Establish a Drug-Free Awareness Program to inform employees about:

- 1) the dangers of drug abuse in the workplace;
- 2) the person's or organization's policy of maintaining a drug-free workplace;
- 3) any available counseling, rehabilitation and employee assistance programs; and,
- 4) penalties that may be imposed upon employees for drug abuse violations.

c. Every employee who works on the proposed Agreement will:

- 1) receive a copy of the company's drug-free workplace policy statement; and,
- 2) agree to abide by the terms of the company's statement as a condition of employment on the Agreement.

Failure to comply with these requirements may result in suspension of payments under the Agreement or termination of the Agreement or both and Contractor may be ineligible for award of any future State agreements if the department determines that any of the following has occurred: the Contractor has made false certification, or violated the

certification by failing to carry out the requirements as noted above. (Gov. Code §8350 et seq.)

3. NATIONAL LABOR RELATIONS BOARD CERTIFICATION: Contractor certifies that no more than one (1) final unappealable finding of contempt of court by a Federal court has been issued against Contractor within the immediately preceding two-year period because of Contractor's failure to comply with an order of a Federal court, which orders Contractor to comply with an order of the National Labor Relations Board. (Pub. Contract Code §10296) (Not applicable to public entities.)

4. CONTRACTS FOR LEGAL SERVICES \$50,000 OR MORE- PRO BONO REQUIREMENT: Contractor hereby certifies that contractor will comply with the requirements of Section 6072 of the Business and Professions Code, effective January 1, 2003.

Contractor agrees to make a good faith effort to provide a minimum number of hours of pro bono legal services during each year of the contract equal to the lesser of 30 multiplied by the number of full time attorneys in the firm's offices in the State, with the number of hours prorated on an actual day basis for any contract period of less than a full year or 10% of its contract with the State.

Failure to make a good faith effort may be cause for non-renewal of a state contract for legal services, and may be taken into account when determining the award of future contracts with the State for legal services.

5. EXPATRIATE CORPORATIONS: Contractor hereby declares that it is not an expatriate corporation or subsidiary of an expatriate corporation within the meaning of Public Contract Code Section 10286 and 10286.1, and is eligible to contract with the State of California.

6. SWEATFREE CODE OF CONDUCT:

a. All Contractors contracting for the procurement or laundering of apparel, garments or corresponding accessories, or the procurement of equipment, materials, or supplies, other than procurement related to a public works contract, declare under penalty of perjury that no apparel, garments or corresponding accessories, equipment, materials, or supplies furnished to the state pursuant to the contract have been laundered or produced in whole or in part by sweatshop labor, forced labor, convict labor, indentured labor under penal sanction, abusive forms of child labor or exploitation of children in sweatshop labor, or with the benefit of sweatshop labor, forced labor, convict labor, indentured labor under penal sanction, abusive forms of child labor or exploitation of children in sweatshop labor. The contractor further declares under penalty of perjury that they adhere to the Sweatfree Code of Conduct as set forth on the California Department of Industrial Relations website located at www.dir.ca.gov, and Public Contract Code Section 6108.

b. The contractor agrees to cooperate fully in providing reasonable access to the contractor's records, documents, agents or employees, or premises if reasonably required by authorized officials of the contracting agency, the Department of Industrial Relations,

or the Department of Justice to determine the contractor's compliance with the requirements under paragraph (a).

7. DOMESTIC PARTNERS: For contracts over \$100,000 executed or amended after January 1, 2007, the contractor certifies that contractor is in compliance with Public Contract Code section 10295.3.

DOING BUSINESS WITH THE STATE OF CALIFORNIA

The following laws apply to persons or entities doing business with the State of California.

1. CONFLICT OF INTEREST: Contractor needs to be aware of the following provisions regarding current or former state employees. If Contractor has any questions on the status of any person rendering services or involved with the Agreement, the awarding agency must be contacted immediately for clarification.

Current State Employees (Pub. Contract Code §10410):

1). No officer or employee shall engage in any employment, activity or enterprise from which the officer or employee receives compensation or has a financial interest and which is sponsored or funded by any state agency, unless the employment, activity or enterprise is required as a condition of regular state employment.

2). No officer or employee shall contract on his or her own behalf as an independent contractor with any state agency to provide goods or services.

Former State Employees (Pub. Contract Code §10411):

1). For the two-year period from the date he or she left state employment, no former state officer or employee may enter into a contract in which he or she engaged in any of the negotiations, transactions, planning, arrangements or any part of the decision-making process relevant to the contract while employed in any capacity by any state agency.

2). For the twelve-month period from the date he or she left state employment, no former state officer or employee may enter into a contract with any state agency if he or she was employed by that state agency in a policy-making position in the same general subject area as the proposed contract within the 12-month period prior to his or her leaving state service.

If Contractor violates any provisions of above paragraphs, such action by Contractor shall render this Agreement void. (Pub. Contract Code §10420)

Members of boards and commissions are exempt from this section if they do not receive payment other than payment of each meeting of the board or commission, payment for preparatory time and payment for per diem. (Pub. Contract Code §10430 (e))

2. LABOR CODE/WORKERS' COMPENSATION: Contractor needs to be aware of the provisions which require every employer to be insured against liability for Worker's Compensation or to undertake self-insurance in accordance with the provisions, and Contractor affirms to comply with such provisions before commencing the performance of the work of this Agreement. (Labor Code Section 3700)

3. AMERICANS WITH DISABILITIES ACT: Contractor assures the State that it complies with the Americans with Disabilities Act (ADA) of 1990, which prohibits discrimination on the basis of disability, as well as all applicable regulations and guidelines issued pursuant to the ADA. (42 U.S.C. 12101 et seq.)

4. CONTRACTOR NAME CHANGE: An amendment is required to change the Contractor's name as listed on this Agreement. Upon receipt of legal documentation of the name change the State will process the amendment. Payment of invoices presented with a new name cannot be paid prior to approval of said amendment.

5. CORPORATE QUALIFICATIONS TO DO BUSINESS IN CALIFORNIA:

a. When agreements are to be performed in the state by corporations, the contracting agencies will be verifying that the contractor is currently qualified to do business in California in order to ensure that all obligations due to the state are fulfilled.

b. "Doing business" is defined in R&TC Section 23101 as actively engaging in any transaction for the purpose of financial or pecuniary gain or profit. Although there are some statutory exceptions to taxation, rarely will a corporate contractor performing within the state not be subject to the franchise tax.

c. Both domestic and foreign corporations (those incorporated outside of California) must be in good standing in order to be qualified to do business in California. Agencies will determine whether a corporation is in good standing by calling the Office of the Secretary of State.

6. RESOLUTION: A county, city, district, or other local public body must provide the State with a copy of a resolution, order, motion, or ordinance of the local governing body which by law has authority to enter into an agreement, authorizing execution of the agreement.

7. AIR OR WATER POLLUTION VIOLATION: Under the State laws, the Contractor shall not be: (1) in violation of any order or resolution not subject to review promulgated by the State Air Resources Board or an air pollution control district; (2) subject to cease and desist order not subject to review issued pursuant to Section 13301 of the Water Code for violation of waste discharge requirements or discharge prohibitions; or (3) finally determined to be in violation of provisions of federal law relating to air or water pollution.

8. PAYEE DATA RECORD FORM STD. 204: This form must be completed by all contractors that are not another state agency or other governmental entity.

S:\ADMIN\HOMEPAGE\CCC\CCC-307.doc

**DOCUMENTATION OF DISABLED VETERAN BUSINESS ENTERPRISE
PROGRAM REQUIREMENTS**

STD. 840 (REV. 3/2007)

A. Designation Of Option – Check the appropriate box(es) to indicate the option(s) with which you choose to comply, complete the applicable sections and attach the required supporting documentation. You are advised to read all instructions carefully prior to completing this form. Remember that only California certified DVBEs who can provide related goods and/or services may be used to satisfy these program solicitation requirements. DVBEs must perform a commercially useful function. During contract performance, all requests for substituting DVBE subcontractors must be made in accordance with the provisions of California Code of Regulations, Title 2, §1896.64(c).

☒ **OPTION A – I commit to meeting the full DVBE Agreement participation requirement.**

Complete: STD. 840, Section A (check the box on this form) and
Bidder Declaration form GSPD-05-105 (located elsewhere in the solicitation)

☐ **OPTION B – I performed and documented a Good Faith Effort (GFE) in an attempt to obtain DVBE participation.**

Complete: STD. 840, Section A (check the box on this form),
STD. 840, Section B (for GFE Steps 1 & 2),
STD. 840 (REVERSE), Section C (for GFE Steps 3-5), and
Bidder Declaration form GSPD-05-105 (located elsewhere in the solicitation)

☐ **OPTION C – I submit a copy of my firm's "Notice of Approved DVBE Business Utilization Plan."**

Complete: STD. 840, Section A (check the box on this form) and
Bidder Declaration form GSPD-05-105 (located elsewhere in the solicitation)

B. Documentation of Good Faith Effort Steps 1 and 2 – Full information must be provided. Remember to carefully read all instructions prior to completing this form. Please refer to the Resources & Information page for detailed contact information.

STEP 1. Contact the Awarding Department (the contracting official, unless another contact is specified) to identify potential DVBE subcontractors, and document this contact below.

Date Contacted / /	Contact Name	Telephone Number () ext.
-----------------------	--------------	------------------------------

Describe Result

STEP 2. Contact all of the following and document your contacts as required: Other State and federal agencies and local organizations to identify potential DVBE subcontractors. **Attach screen print(s) of Web Results for verification.**

Other State Agency – Procurement Division, Office of Small Business and DVBE Services (OSDS)

PHONE CONTACT OR ONLINE SEARCH	Date / /	Telephone Number (916) 375-4940	Contact Name	<input type="checkbox"/> I contacted the OSDS for a list of California certified DVBEs.
	Date / /	Internet Address www.pd.dgs.ca.gov/smbus		

Describe Result

Federal Agency – U.S. Small Business Administration (SBA) online database

Date / /	Internet Address www.ccr.gov/	<input type="checkbox"/> I searched the federal online database for California DVBEs.
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Describe Result

Local DVBE Organizations – Contact at least one local DVBE organization – refer to the DVBE Resource Packet for a list of acceptable contacts. (www.pd.dgs.ca.gov/smbus – select "DVBE Resource Packet")

Date / /	Organization Name	Contact Name	Telephone Number and/or Internet Address () www.
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Describe Result

Date / /	Organization Name	Contact Name	Telephone Number and/or Internet Address () www.
-------------	-------------------	--------------	--

Describe Result

DOCUMENTATION OF DISABLED VETERAN BUSINESS ENTERPRISE PROGRAM REQUIREMENTS

STD. 840 (REV. 3/2007) (REVERSE)

C. Documentation of Good Faith Effort Steps 3, 4 and 5 – Full information must be provided.

STEP 3. Publish advertisements: At least two (2) advertisements: One (1) ad in an accepted trade paper; and one (1) ad in an accepted DVBE focus paper (please see the DVBE Resource Packet for a list of all accepted publications and a sample advertisement format); unless the paper is an approved dual purpose (fulfilling both trade and focus requirements), in which case one (1) ad is acceptable. **Document this step as required and remember to attach a copy of your advertisement(s).**

Focus Paper Name (list full name)	Contact Name	Telephone Number ()
Address		Date Ad Published / /
Trade Paper Name (list full name)	Contact Name	Telephone Number ()
Address		Date Ad Published / /

☐ I certify the ad was placed to reach both trade and focus audiences through this one publication.

Trade and Focus Paper Name (list full name)	Contact Name	Telephone Number ()
Address		Date Ad Published / /

STEP 4 & STEP 5. Document your completed contacts with (Step 4) and consideration of (Step 5), relevant DVBEs. Business reasons for non-selection must be explained. Attach additional pages to list all other DVBE contacts (you may use STD. 840A). Copies of all written invitations must be attached. Delivery confirmations should also be attached and submitted with the bid.

Date Contacted / /	DVBE Company Name			
DVBE Contact Name & Reference #	Telephone Number () ext.	Fax Number ()	E-mail (if available)	
Street Address, City, State, and Zip Code				

☐ DVBE was selected and is listed on the GSPD-05-105 ☐ DVBE not selected for the following business reasons:

Date Contacted / /	DVBE Company Name			
DVBE Contact Name & Reference #	Telephone Number () ext.	Fax Number ()	E-mail (if available)	
Street Address, City, State, and Zip Code				

☐ DVBE was selected and is listed on the GSPD-05-105 ☐ DVBE not selected for the following business reasons:

Date Contacted / /	DVBE Company Name			
DVBE Contact Name & Reference #	Telephone Number () ext.	Fax Number ()	E-mail (if available)	
Street Address, City, State, and Zip Code				

☐ DVBE was selected and is listed on the GSPD-05-105 ☐ DVBE not selected for the following business reasons:

Attach additional pages (OR USE STD. 840A) to list all other DVBE contacts

BIDDER DECLARATION

1. Prime bidder information (Review attached Bidder Declaration Instructions prior to completion of this form):

- a. Identify current California certification(s) (MB, SB, SB/NVSA, DVBE): None or None X (If "None", go to Item #2)
- b. Will subcontractors be used for this contract? Yes X No (If yes, indicate the distinct element of work your firm will perform in this contract e.g., list the proposed products produced by your firm, state if your firm owns the transportation vehicles that will deliver the products to the State, identify which solicited services your firm will perform, etc.). Use additional sheets, as necessary.

Valley Vision, as prime contractor, will perform the duties necessary to provide content for the final report.

- c. If you are a California certified DVBE: (1) Are you a broker or agent? Yes No
(2) If the contract includes equipment rental, does your company own at least 51% of the equipment provided in this contract (quantity and value)? Yes No N/A

2. If no subcontractors will be used, skip to certification below. Otherwise, list all subcontractors for this contract. (Attach additional pages if necessary):

Subcontractor Name, Contact Person, Phone Number & Fax Number	Subcontractor Address & Email Address	CA Certification (MB, SB, DVBE or None)	Work performed or goods provided for this contract	Corresponding % of bid price	Good Standing?	51% Rental?
KopiWorks, Inc. Rick Daniels 916-641-1700 916-641-1717	CA DVBE Solutions 3144 Palm St. McClellan, CA 95652	SB DVBE	Graphic Design and Printing of Project Materials & Final Report	3%	Yes	N/A
Alta Planning + Design Michael Jones 415-482-8660 415-482-8603	707 C Street San Rafael, CA 94901	None	Technical Products and Advice	12.75%	Yes	N/A
Willdan Brad Kortick 916-924-7000 916-924-3644	2150 River Plaza Drive, Suite 300 Sacramento, CA 95833	None	Technical Advice	0%	Yes	N/A

CERTIFICATION: By signing the bid response, I certify under penalty of perjury that the information provided is true and correct.



PROCUREMENT DIVISION

Office of Small Business and DVBE Services

707 Third Street, 1st Floor, Room 400 * PO Box 989052

West Sacramento, California 95798-9052 * (800) 559-5529

SB APP 20061012

October 12, 2006

REF# 0025187
CA DVBE SOLUTIONS INC
3144 PALM ST
MCCLELLAN CA 95652

Dear Business Person:

Congratulations on your certified small business status with the State of California. Your certification entitles you to benefits under the state's Small Business Participation Program within state contracting, including a five percent bidding preference and special provisions under the Prompt Payment Act.

Certification period

Your certification period for each business type is:

Industry

NON-MANUFACTURING
SERVICE



Annual Submission Requirement

To maintain your certified status, you must annually submit to the Office of Small Business and DVBE Services (OSDS), proof of annual receipts and proof of employees for your firm and each of your affiliates (if any).

Proof of Annual Receipts

Submit to OSDS, a copy of your firm's and any affiliate firm's ENTIRE federal tax return each year following your certification. Include ALL accompanying schedules, forms, statements, and any other support documents filed with that specific tax return.

If you request a tax filing extension with the Internal Revenue Service, submit to our office a copy of the extension form. When your tax returns are filed, submit a copy of the entire federal tax return to our office.

Proof of Employees

If you have employees whose taxable wages are reported to the California Employment Development Department (EDD) on a quarterly basis, you must annually submit to our office along with your proof of annual receipts, proof of employees for your firm and any affiliates.

We will accept a copy of the EDD's "Quarterly Wage and Withholding Report" (Form DE6) or other format accepted by the EDD. Your employee documents must cover the same four quarters as the tax return you submit for your proof of annual receipts.

If you have out-of-state employees, submit the employee documentation comparable to EDD's "Quarterly Wage and Withholding Report" for the same four-quarter period.

Maintaining Your Online Certified Firm Profile

A secure access feature on our website enables you to maintain certain company profile information, including customizable keywords to best describe your business specialties with. Details about the Certified Firm Profile and your secure logon information are available on the final page of this letter. Please keep your logon information page in a secure place and DO NOT share it with anyone or include it with any of your bid documents or submittals.

Reporting Business Changes

You must notify OSDS of all business changes or your certification status will be subject to revocation. The enclosed "Certification Information Change" form identifies specific items that may be reported using the change form and it identifies other changes that require a new certification application submittal.

Prompt Payment Rubber Stamp

The Prompt Payment Act requires state agencies to pay the undisputed invoices of certified small businesses and registered nonprofit organizations on a timely basis. Prompt payment is reinforced by adding interest penalties for late payment. Covered under the Act are certified small businesses that are either a service, manufacturer, or non-manufacturer firm, and nonprofit organizations registered with OSDS.

Compensation on late or unpaid progress payments for certified construction firms is addressed in Public Contract Code, Section §10261.5.

Use of the prompt payment rubber stamp alerts state agencies of a firm's certified small business or registered nonprofit status.

Ordering a rubber stamp

To purchase a prompt payment rubber stamp, complete and submit the enclosed Prompt Payment Rubber Stamp Order Form.

Proof of Eligibility

Maintain this original certification letter for future business needs. To demonstrate your firm's small business eligibility, include a copy of this letter in your state contract bid submittals.

Prior to contract award, agencies will assure the vendor is in compliance with Public Contract Code, Section 10410 et seq. addressing conflict of interest for state officers, state employees or former state employees.

Certification Renewal

A renewal application will be mailed to you prior to the expiration of your small business certification. If you do not receive an application, please call us so that you may timely renew your certification.

If you have any questions, please contact me at 800.559.5529 (Procurement Division receptionist) or 916.375.4940 (OSDS receptionist), by e-mail irma.barbosa@dgs.ca.gov, or by fax 916.375.4950. The Procurement Division oversees many programs to further state contracting participation. For more information regarding these programs, visit our website at www.pd.dgs.ca.gov/smbus, or visit the Procurement Division's website at www.dgs.ca.gov/pd.

Sincerely,



Irma C. Barbosa
Certification Officer
Office of Small Business and DVBE Services

**Standard Industrial Classification (SIC) Code(s)
Certification Approval Attachment**

You selected the following Standard Industrial Classification (SIC) codes and/or contractor's license classifications to describe your firm's business:

***Construction firms are classified by their California contractor's license classification(s).**

<u>Industry</u>	<u>4-Digit SIC Code*</u>	<u>SIC Code Description</u>
NON-MANUFACTURER	5111	Printing & writing paper
SERVICE	7331	Direct mail advertising services
	7334	Photocopying & duplicating services
	7336	Commercial art & graphic design

VALLEY VISION



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